



Research Product 96-11

Battalion Battle Staff Training System (BN-BSTS) Program Design/Critical Tasks

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Infantry Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

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**A Field Operating Agency Under the Jurisdiction
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14. ABSTRACT (<i>Maximum 200 words</i>): <p>This report is a research byproduct that documents the front-end analysis for development of the Battalion Battle Staff Training System (BN-BSTS). BN-BSTS, a set of functional area training packages for battalion-level staff officers, is a combination of text and computer-based instruction (CBI). Sponsored by the Defense Advanced Research Projects Agency (DARPA), the BN-BSTS was developed for use by the U.S. Army National Guard (ARNG). The prototype BSTS comprised 13 courses for training brigade staff officers in individual functional areas and those tasks required to prepare staffs for collective battle staff tasks</p> <p>The BSTS program, sponsored under the DARPA program umbrella of simulation in Training for Advanced Readiness (SIMITAR), is coordinated with three other programs: Simulation-Based Mounted Brigade Training Program (SIMBART), Simulation-Based Multiechelon Training for Armor Units (SIMUTA), and Combat Service Support (CSS) Training System Development for the National Guard.</p>					
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FOREWORD

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) Infantry Forces Research Unit's long-term research on leader training has provided several initiatives designed to improve individual staff officer functional area training. One of the recent efforts, the Battle Staff Training System (BSTS), sponsored by the Defense Advanced Research Projects Agency, resulted in prototype training programs for Army National Guard battalion and brigade staff officers. BSTS is a combination of computer-based instruction and text-based supporting materials, designed to be used as self-paced instruction.

This report, a byproduct of BSTS research, provides a task list and an overview of the battalion-level courses within the prototype Battalion BSTS. Doctrinal references and learning objectives are included. It provides a useful reference as well as documentation for the front-end analysis of the BSTS.

The BSTS has been demonstrated and briefed to personnel throughout the military training community, and the prototype systems are being adapted for use in the Force XXI Training Program. Additional work is being undertaken for the Joint Readiness Training Center, and interest has been expressed by numerous schools and National Guard units.

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BATTALION BATTLE STAFF TRAINING SYSTEM PROGRAM DESIGN/CRITICAL TASKS

The Army Research Institute (ARI) Infantry Forces Research Unit has over the past several years conducted a program of research designed to improve training and performance for battalion and brigade staff officers. The prototype programs, Battalion-Battle Staff Training System (BN-BSTS) and Brigade-Battle Staff Training System (BDE-BSTS) were conducted under the sponsorship of the Defense Advanced Research Projects Agency (DARPA), with the majority of the work being performed by BDM, Federal, Inc.

The BSTS was designed to address identified deficiencies in staff functional area training for maneuver battalion and brigade staff officers. Recognizing that the need for such training was especially critical for the Reserve Component, DARPA and the U.S. Army National Guard (ARNG) supported the development of the prototype BSTS for experimental application by the ARNG. BSTS is part of the Simulation in Training for Advanced Readiness (SIMITAR) advanced technology demonstration.

The BSTS are parallel sets of thirteen doctrinally- based training packages for staff officers, a mixture of text and computer-based instruction. The training includes interactive software and paper-based materials for the Executive Officer (XO), S1/Chaplain, S2, S3, S3-Air, S4, S5 Civil Military Officer, Fire Support Officer, Signal Officer, Chemical Officer, Engineer, and Air Defense Artillery Officer. The Common Core Course, at both battalion and brigade, provides information used by all staff officers. Battalion and brigade BSTS courses are similar, but tailored to the respective levels.

The BSTS programs were designed to be run on a 486 PC, in a Windows environment, with CD ROM. The programs also include training management software and introductory tutorials. Each course module provides core material necessary for the officer to function in the assigned staff position. There are diagnostic pretests, practical exercises, within topic quizzes, and a final examination to measure progress and provide feedback. Also available are help screens, and an on-line glossary. The BSTS allows the staff officer to train at his own pace at home, in the unit, or at the armory.

Prior to the development of each of the individual courses, a Front End Analysis was performed to identify critical tasks. Source documents included the appropriate Department of the Army Field Manuals, Mission Training Plans, Command and General Staff College Student Texts, and previously developed ARI research products.

The attached product, Battalion-Battle Staff Training System Program Design/Critical Tasks, provides an overview of each of the courses developed for BN-BSTS. Included are the course outlines; terminal learning objectives; tasks, conditions and standards; and the doctrinal references for each of the courses. The critical tasks provide not only the documentation for the BSTS work, but serve as a useful stand alone product for further research.

Appendix A

Research Product

Battalion Battle Staff Training System (BN-BSTS): Program Design/Critical Tasks



1 July, 1996



**U.S. Army Research Institute
Infantry Forces Research Unit**

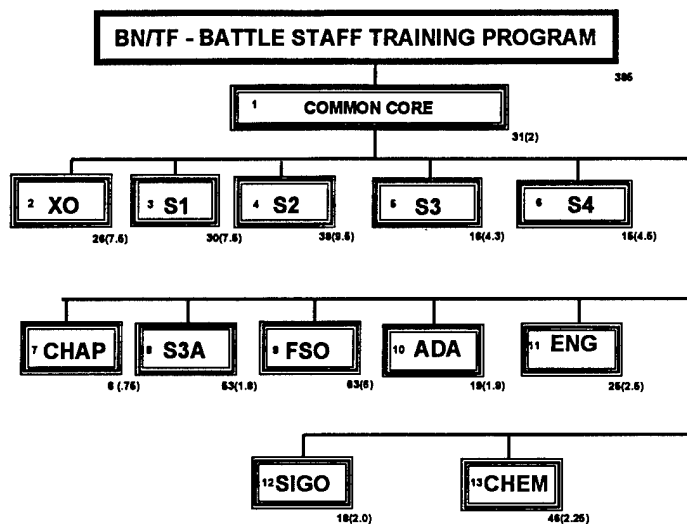
BATTALION BATTLE STAFF TRAINING SYSTEM (BN-BSTS) PROGRAM DESIGN AND CRITICAL TASKS

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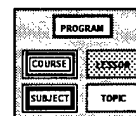
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BATTLE STAFF TRAINING SYSTEM



KEY

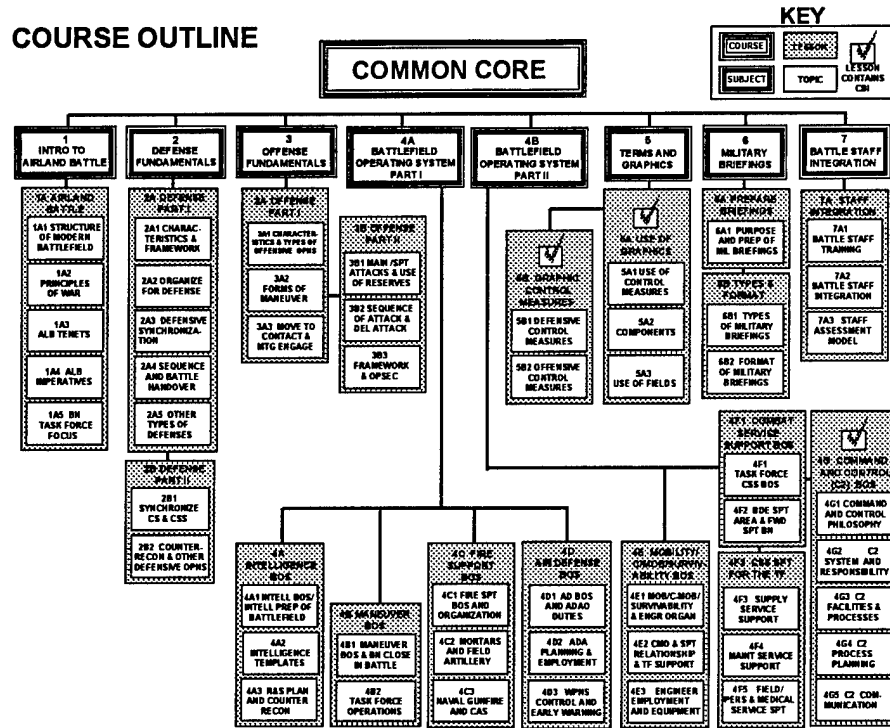


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FINAL

COURSE OUTLINE



BATTALION COMMON CORE: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): To provide a common level of understanding of the strategic principles for AirLand Battle Doctrine; the tactical employment of a mechanized infantry battalion or task force in a combined arms environment; the roles, missions, and capabilities of the battalion task force organization and personnel; and provide a model for organizational competence for the individual to gauge the effectiveness of his unit's battle staff and develop a means of improving staff performance.

TASK 1: Introduction to AirLand Battle Doctrine

TASK 1A: Define AirLand Battle Doctrine.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 1, and FM 100-5 *Operations*.

STANDARD: Definition must be in accordance with FM 100-5 and must include:

- a. Define the structure of the battlefield to include the three levels of war (strategy, operational art, and tactics) in accordance with FM 100-5.
- b. Identify the close, deep and rear battle areas in accordance with FM 100-5.
- c. Identify the Nine Principles of War and explain the application of each in accordance with FM 100-5.
- d. Define the dynamics of combat power in accordance with FM 100-5.
- e. Identify and explain the Tenets of Airland Battle in accordance with FM 71-2, chapter 1.
- f. Identify the application of Airland Battle Imperatives in accordance with FM 100-5.

TASK 2: Fundamentals of the Defense.

TASK 2A: Identify the Fundamentals of Defensive Operations - Part I.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 4, and FM 100-5 *Operations*, chapter 8.

STANDARD: Identify the fundamentals of defensive operations in accordance with FM 71-2 and FM 100-5. Description must include:

- a. Explain the purpose of defensive operations in accordance with FM 71-2.
- b. Identify and explain the characteristics of defensive operations in accordance with FM 100-5.
- c. Identify and describe the alternate defensive patterns in accordance with FM 100-5.

- d. Identify and describe the framework of the defense in accordance with FM 100-5.
- e. Identify planning factors for defensive operations in accordance with FM 71-2.
- f. Identify critical aspects of defensive synchronization in accordance with FM 71-2.
- g. Identify the seven steps in the sequence of the defense in accordance with FM 71-2.
- h. Identify critical components of the battle handover in accordance with FM 71-2.
- i. Identify the three basic types of defenses and critical components in accordance with FM 71-2.

TASK 2B: Identify the Fundamentals of Defensive Operations - Part II.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 4; FM 100-5, *Operations*, chapter 8; and FM 101-5-1, *Operational Terms and Symbols*.

STANDARD: Identify the fundamentals of defensive operations in accordance with FM 71-2 and FM 100-5. Description must include:

- a. Identify and explain how the commander must synchronize the CS and CSS assets available to him to maximize combat power in accordance with FM 71-2.
- b. Define and describe counterreconnaissance measures for the defense in accordance with FM 71-2.
- c. Identify other types of defensive operations and techniques in accordance with FM 71-2.

TASK 3: Fundamentals of the Offense

TASK 3A: Fundamentals of the Offense.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 1 and 3, and FM 100-5 *Operations*, chapter 6.

STANDARD: Description of the fundamentals of the offense should include the following:

- a. Describe the five characteristics of offensive operations in accordance with FM 71-2, chapter 3, and FM 100-5, chapter 6.
- b. Identify the five types of offensive operations and the conditions under which they are used in accordance with FM 71-2, chapter 3, and FM 100-5, chapter 7.
- c. Identify the five forms of maneuver and their application in accordance with FM 71-2, chapter 3, and FM 100-5, chapter 6.
- d. Describe the purpose and characteristics of a movement to contact in accordance with FM 71-2, chapters 1 and 3. Description should include:

- (1) General purpose and characteristics;
- (2) Description of the task force organization for a movement to contact.
- (3) Description of the movement considerations for a task force movement to contact.
- (4) Description of the integration of combat support and combat service support for a movement to contact.
- e. Define a meeting engagement and describe actions on contact in accordance with FM 71-2, chapters 1 and 3, and FM 100-5, chapter 6.
- f. Identify the four phases of offensive operations in accordance with FM 100-5, chapter 6.

TASK 3B: Fundamentals of the Offense - Part II.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 3, and FM 100-5, *Operations*, chapter 6.

STANDARD: Descriptions of the fundamentals of the offense should include the following:

- a. Identify the typical tasks assigned to main and supporting attacks in accordance with FM 71-2, chapter 3.
- b. Describe the composition and purposes of reserves in accordance with FM 71-2, chapter 3.
- c. Correctly describe the six steps in the sequence of the attack in accordance with FM 71-2, chapter 3.
- d. Correctly describe the four areas of the framework of the offense in accordance with FM 100-5, chapter 6.
- e. Correctly describe the three types of operational security (OPSEC) and their role in the conduct of offense in accordance with FM 71-2, chapter 2.

Task 4: Task Force Organization & Planning

TASK 4A: Identify and describe the resources that are either organic, attached, or in support of a task force in terms of the Intelligence System of the seven Battlefield Operating Systems (BOS).

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 2 and 6.

STANDARD: Define major aspects of the Intelligence BOS. Descriptions must include:

- a. Identify organic intelligence gathering assets.
- b. Define Intelligence Preparation of the Battlefield (IPB).
- c. Identify key players in task force IPB process.
- d. Identify the five functions of the IPB process.
- e. Identify the five military aspects of OCOKA.

- f. Describe the purpose of the three templates prepared as part of the IPB process.
- g. Define reconnaissance and surveillance planning.
- h. Define the role of the scout platoon and identify other potential organic sources of intelligence gathering capabilities.
- i. Define counterreconnaissance measures.
- j. Identify brigade or higher assets that can assist the task force in its intelligence gathering capability.

TASK 4B: Identify and describe the resources that are either organic, attached, or in support of a task force in terms of the Maneuver Battlefield Operating System (BOS).

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 1. **STANDARD:** Description must be in accordance with FM 71-2 and include the following:

- a. Define maneuver BOS resources at battalion level.
- b. Define the depth of the battalion close in battle.
- c. Identify who has authority to form a task force.
- d. Define the three types of maneuver task forces.
- e. Identify the capabilities of a tank battalion.
- f. Identify the capabilities of a mechanized infantry battalion.
- g. Identify the size of enemy forces a task force is expected to defeat in both the offense and the defense.

TASK 4C: Identify and describe the resources that are either organic, attached, or in support of a task force in terms of the Fire Support Battlefield Operating System (BOS).

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6, and FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Teams*, chapter 7.

STANDARD: For indirect fire support, description must be in accordance with FM 71-2, pages 6-3 through 6-17. For CAS, the description must be in accordance with FM 71-2, pages 6-19 through 6-24. For naval gunfire, description must be in accordance with FM 71-123, page 7-13. Descriptions must:

- a. Define the mission of the fire support system.
 - b. Identify four component parts of fire support system.
 - c. Identify the role of the commander's intent in fire support planning.
 - d. Identify the coordination areas between the commander and the task force
- FSO.**
- e. Identify component parts of fire support organization.
 - f. Identify role of the mortar platoon leader.
 - g. Identify the movement techniques for employment of the mortar platoon.
 - h. Identify field artillery capabilities and limitations.
 - i. Identify key personnel in managing naval gunfire support.

- j. Identify capabilities and limitations of naval gunfire support.
- k. Identify the three types of offensive air support.
- l. Identify the two types of close air support missions.
- m. Identify coordination responsibilities for close air support.

TASK 4D: Identify and describe the resources that are either organic, attached, or in support of a task force in terms of the Air Defense Battlefield Operating System (BOS).

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6. **STANDARD:** Description must be in accordance with FM 71-2 and should include:

- a. Distinguish between passive and active air defense measures.
- b. Identify the duties of the Air Defense Artillery Officer (ADAO).
- c. Identify the four principles of ADA employment.
- d. Identify the commander's air defense priorities.
- e. Identify the air defense planning factors.
- f. Identify ADA employment guidelines.
- g. Define weapons control status and degree of control exercised.
- h. Define early warning alert postures and their application.
- i. Identify key components of the early warning system.

TASK 4E: Identify and describe the resources that are either organic, attached or in support of a task force in terms of the Mobility, Countermobility, and Survivability Battlefield Operating System (BOS).

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 1 and 6.

STANDARD: Description must be in accordance with FM 71-2 and must include the following:

- a. Identify critical aspects of mobility, countermobility, and survivability tasks.
- b. Define an obstacle and the two types of obstacles.
- c. Identify the level of engineer support available at both the brigade and the battalion task force.
- d. Identify key components of the divisional engineer company organization.
- e. Identify characteristics of the four types of command and support relationships.
- f. Describe the duties of the task force engineer.
- g. Identify critical engineer employment considerations at the task force level.
- h. Identify critical capabilities of engineer equipment.

TASK 4F1: Identify and describe the resources that are either organic, attached, or in support of a task force in terms of the Combat Service Support (CSS) System of the Battlefield Operating System (BOS).

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 7. **STANDARD:** Description must be

in accordance with FM 71-2 and include an understanding of the following:

- a. Describe key organization elements of the battalion task force logistics system.
- b. Identify the duties of key personnel within the battalion.
- c. Define trains echelonment.
- d. Define what actions are taken for trains security.
- e. Identify critical aspects of CSS support in the offense.
- f. Identify critical aspects of CSS support in the defense.
- g. Describe key elements of a brigade support area.
- h. Identify the units and services provided by the forward support battalion (FSB) organization.

TASK 4F2: Describe the five functional areas of combat service support (CSS) and the operations and resources that are either organic, attached, or in support of a task force.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 7.

STANDARD: Description must be in accordance with FM 71-2 and include the following:

- a. Identify the three categories of CSS.
- b. Identify the ten classes of supply.
- c. Define the two types of supply rates.
- d. Explain how the battalion supplies itself with the various classes of supply.
- e. Describe LOGPAC operations and other means of resupply.
- f. Define the four levels of maintenance and explain how the maintenance flow system works.
- g. Explain the key aspects of field services provided to the task force.
- h. Explain the key aspects of personnel support services within the task force.
- i. Explain the key aspects of medical support services within the task force.

TASK 4G: Identify and describe the resources that are either organic, attached, or in support of a task force in terms of the Command and Control System of the Battlefield Operating System (BOS).

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, chapter 2 and *Commander's Battle Staff Handbook* prepared by the U.S. Army Research Institute Fort Benning Field Unit, 15 May 1993.

STANDARD: Description must be in accordance with FM 71-2, chapter 2, and include an understanding of the following:

- a. Define command and control responsibilities.
- b. Define the role of the executive officer.
- c. Identify command and control facilities.
- d. Define echelonment of command and control facilities.
- e. Explain the four command and control processes of the factors of METT-T,

troop-leading procedures, estimate of the situation and the decision making process.

- f. Identify key command and control communications facilities.

TASK 5. Use of Terms and Graphics

TASK 5A: Describe the correct Use of Operational Terms and Graphics for Effective Control of the Battalion/Task Force during Combat Operations.

CONDITION: Given a course of instruction and access to

FM 101-5-1 *Operational Terms and Symbols*.

STANDARD: Descriptions must be in accordance with FM 101-5-1 and include the following:

- a. Identify the colors used to depict military graphics.
- b. Identify friendly and enemy graphics.
- c. Identify current and proposed/suspected friendly and enemy graphics measures.
- d. Identify selected basic and interservice symbols.
- e. Identify unit size indicators.
- f. Identify selected unit role indicators.
- g. Identify selected installation role indicators.
- h. Identify selected equipment symbols.
- i. Identify selected vehicle symbols.
- j. Identify selected aviation symbols.
- k. Define the use of fields and identify selected examples of symbols in accordance with FM 101-5-1.

TASK 5B: Describe the correct Use of Operational Terms and Graphics for Effective Control of the Battalion/Task Force during both Defensive and Offensive Operations.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, chapters 3 and 4; and FM 101-5-1, *Operational Terms and Symbols*.

STANDARD: Correctly identify and define selected defensive and offensive control measures in accordance with FM 71-2. The use of control measures should include:

- a. Identify the graphic representation.
- b. Define the graphic control measure.

TASK 6: Military Briefings

TASK 6A: Describe the Purpose and Preparation of Military Briefings.

CONDITION: Given a course of instruction and access to FM 101-5, *Staff Organization and Operations*.

STANDARD: Correctly describe the following:

- a. The purpose of military briefings.
- b. Identify the four steps in preparing a military briefing.
- c. Identify the steps in preparing a military briefing.

TASK 6B: Describe the Four Types of Military Briefings.

CONDITION: Given a course of instruction and access to FM 101-5, *Staff Organization and Operations*.

STANDARD: Correctly describe the four types of military briefings in accordance with FM 101-5. Description must include:

- a. Identify the four types of military briefings.
- b. Identify the component parts of a decision briefing.
- c. Demonstrate the use of each of the four types of military briefings.

TASK 7: Battle Staff Integration.

SUBTASK 7A: Understand Organizational and Process Assessment to Staff Integration.

CONDITION: Given a course of instruction and access to FM 25-101 *Battle Focused Training*, chapters 1 and 2, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 2, and *Commander's Battle Staff Handbook*, ARI Fort Benning Field Unit, 15 May 1993.

STANDARD: Understanding organizational and process assessment to staff integration includes the following:

- a. Define prerequisite organizational capabilities.
- b. Identify the role of command climate and the unit training program.
- c. Identify the seven organizational processes or functions.
- d. Describe the application of the Olmstead Model for Organizational Assessment to battle staff integration.
- e. Describe the use of the synchronization matrix as both an integration and evaluation tool.

Battalion Common Core Course References

Required Reading

FM 25-101 *Battle Focused Training*
FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*
FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*
FM 100-5 *Operations*
FM 101-5 *Staff Organization and Operations*
FM 101-5-1 *Operational Terms and Symbols*
CGSC Student Text (ST) 22-2 *Effective Staff Communications*
Army Research Institute Fort Benning Field Unit *Commander's Battle Staff Handbook*, 15 May 1993

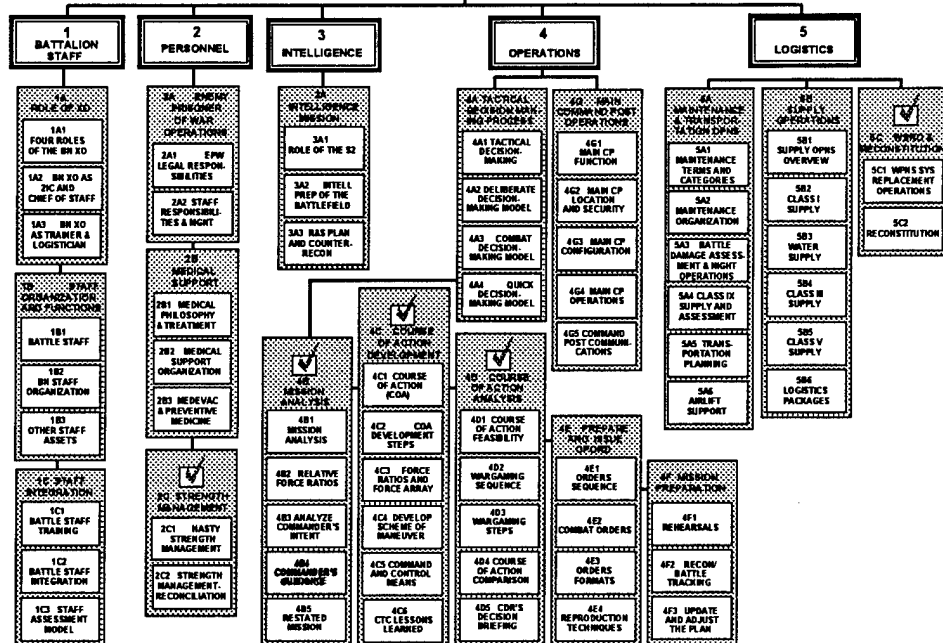
Supplemental Reading

FM 20-32 *Mine/Countermine Operations*
FM 22-100 *Military Leadership*
FM 23-1 *Bradley Fighting Vehicle Gunnery*
FM 44-16 *Chaparral/Vulcan/Stinger Platoon Combat Operations*
FM 6-20 *Fire Support in Combined Arms Operations*
FM 6-20-20 *Tactics, Techniques, and Procedures for Fire Support at Battalion Task Force and Below*
FM 71-3 *The Armored and Mechanized Infantry Brigade*
FM 90-13-1 *Combined Arms Breaching*
CGSC Student Text 100-9 *The Command Estimate Process*
CALL Newsletter 88-1 *Heavy Forces*
Battle Staff Integration, Joseph A. Olmstead, IDA Working Paper P-2560
Institute for Defense Analyses, Alexandria, VA., 1992

COURSE OUTLINE

BN TF XO COURSE

KEY



BATTALION EXECUTIVE OFFICER: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): As the battalion second in command, the battalion executive officer must: have a complete understanding of the battalion staff functions, responsibilities, and procedures that support the battalion task force; use the tactical decision-making process to develop and disseminate a tactical plan to support the commander's intent; and, by coordinating the actions of the battalion staff, plan for and integrate all combat service support (CSS) assets to support the battalion mission.

TASK 1: The Battalion Staff

TASK 1A: Identify the Role of the Battalion Executive Officer.

CONDITION: Given a course of instruction, access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 1, 2, 7, and Appendix B; FM 101-5 *Staff Organization and Operations*, chapters 1, 3, 4, 5, Appendix C and E; and U.S. Army Research Institute Fort Benning Field Office *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identification must be in accordance with FM 71-2 and include the following:

- a. Identify the four major roles of the battalion executive officer.
- b. Identify critical functions the battalion executive officer performs as second-in-command.
- c. Identify critical functions the battalion executive officer performs as the battalion chief of staff.
- d. Identify critical functions the battalion executive officer performs in the tactical decision-making process.
- e. Identify critical functions the battalion executive officer performs as a trainer and logistician

TASK 1B: Identify Selected Battalion Staff Functions.

CONDITION: Given a course of instruction, access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 1, 2, 7, and Appendix B; FM 101-5 *Staff Organization and Operations*, chapters 1, 3, 4, 5, Appendix C and E; and U.S. Army Research Institute Fort Benning Field Office *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identification must be in accordance with FM 71-2 and include the following:

- a. Identify critical aspects of a battle staff.
- b. Identify the staff members and their respective functions within the battalion personal, coordinating, and special staffs.
- c. Identify the coordination linkage between the coordinating and special staffs.
- d. Identify the roles and coordination points of contact for the HHC Commander, fire support officer, forward air controller, air defense artillery officer, and task force

engineer.

TASK 1C: Organizational and Process Assessment and Staff Integration.

CONDITION: Given a course of instruction and access to FM 25-101 *Battle Focused Training*, chapters 1 and 2; FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 2; and Army Research Institute Fort Benning Field Unit, *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Apply organizational and process assessment to your unit's staff.

Demonstrate mastery of the following performance measures:

- a. Define prerequisite organizational capabilities.
- b. Identify the role of command climate and the unit training program.
- c. Identify the seven organizational processes or functions.
- d. Describe the application of the Olmstead Model for Organizational Assessment to battle staff integration.
- e. Understand the use of the synchronization matrix as both an integration and evaluation tool.

TASK 2: Personnel

TASK 2A: Identify Requirements, Staff Responsibilities, and General Management Procedures for the Handling of Enemy Prisoners of War (EPW) and Civilian Internees (CI).

CONDITION: Given a course of instruction and access to AR 190-8 *Enemy Prisoners of War, Administration, Employment and Compensation*, DA Pamphlet 27-25 *Prisoner of War: Rights and Obligations Under the Geneva Convention*, FM 12-6 *Personnel Doctrine*, FM 19-40 *Enemy Prisoners of War, Civilian Internees, and Detained Persons*, and FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*.

STANDARD: Identify enemy prisoner of war and civilian internee management requirements in accordance with AR 190-8, FM 12-6 and FM 19-40 and include the following:

- a. Identify proper definitions of enemy prisoners of war and civilian internees.
- b. Identify the legal requirements and obligations in handling enemy prisoners of war and civilian internees.
- c. Identify staff responsibilities and coordination requirements in the handling of EPW at battalion task force level.
- d. Identify the critical aspects of task force EPW management.

TASK 2B: Provide Staff Supervision for Health and Medical Service Support for the Battalion Task Force.

CONDITION: Given a course of instruction and access to FM 8-10 *Health Service Support in a Theater of Operations*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, and FM 100-10 *Combat Service Support*.

STANDARD: Identify medical organizations which support the battalion task force and determine what capability those units have. Demonstrate mastery of the following performance measures:

- a. Identify the four levels of health care within a combat theater of operations.
- b. Identify the six modules of health/medical support found within medical support units.
- c. Identify the organization and level of care found in the task force medical platoon.
- d. Identify the organization and level of care found in the forward support battalion's medical company.
- e. Identify the organizations and levels of care found at division and above.
- f. Identify the criterion of medical evacuation.

TASK 2C: Conduct Personnel Strength Management in Support of the Battalion Task Force.

CONDITION: Given a course of instruction and access to AR 600-8 *Military Personnel Management*, AR 600-8-6 *Personnel Accounting and Strength Reporting*, FM 12-6 *Personnel Doctrine*, sample report formats, and a tactical situation.

STANDARD: Identify personnel strength management requirements in accordance with AR 600-8-6 and FM 12-6 by completing the following performance measures:

- a. Identify the Army's goal for personnel accountability operations.
- b. Identify methods for developing wartime personnel accountability that meet the Army goal.
- c. Identify the main reporting system for company/team level personnel operations.
- d. Identify a method for developing a battle roster numbering system.
- e. Identify the three main automated reports for task force level operations.
- f. Identify the method for reporting of attached units and operationally controlled units.
- g. Identify the sources of information needed to conduct personnel strength management in a combat environment.
- h. Perform hasty personnel status assessment.
- i. Identify critical military occupational skill (MOS) shortages within a task force.
- j. Perform hasty personnel accounting and strength reporting.
- k. Identify situation(s) that require reconciliation of hasty strength management/reporting.
- l. Identify methods used to conduct reconciliations of hasty reporting.

TASK 3: Intelligence

TASK 3A: Identify the Mission of the Battalion Task Force S2 and Intelligence Gathering Resources that are either Organic or Support a Maneuver Battalion Task Force.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 2, 3, and 6.

STANDARD: Descriptions must be in accordance with FM 71-2 and include the following:

- a. Identify organic intelligence gathering assets.
- b. Identify the purpose of the Intelligence Preparation of the Battlefield (IPB) and the three templates prepared as part of the IPB process.
- c. Identify key players in task force IPB process.
- d. Identify the five functions of the IPB process.
- e. Identify the five military aspects of OCOKA.
- f. Identify key aspects of reconnaissance and surveillance planning.
- g. Identify the role of the scout platoon and identify other potential organic sources of intelligence gathering capabilities.
- h. Identify key counterreconnaissance measures.
- i. Identify brigade or higher assets that can assist the task force in its intelligence gathering capability.

TASK 4: Operations

TASK 4A: Identify Critical Components of Tactical Decision-Making.

CONDITION: Given a course of instruction and access to FM 101-5 *Staff Organization and Operations* and CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify the four tools that the commander has available to assist him in conducting problem solving.
- b. Identify the four factors of METT-T analysis.
- c. Identify specified and implied tasks contained in a mission statement.
- d. Identify the role of the commander's intent.
- e. Identify the role staff estimates play in the decision-making process.
- f. Identify the steps in the estimate of the situation and the role the estimate of the situation plays in the decision-making process.
- g. Identify the steps in troop-leading procedures and the role troop leading procedures play in the decision-making process.
- h. Identify the relationship between the factors of METT-T, the estimate of the situation, and troop-leading procedures.
- i. Identify the three decision-making models.
- j. Identify critical components of the deliberate decision-making model.
- k. Identify critical components of the combat decision-making model.

- I. Identify critical components of the quick decision-making model.

TASK 4B: Identify Critical Requirements Necessary to Conduct a Mission Analysis.

CONDITION: Given a course of instruction and access to

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 2 and 3;

FM 101-5 *Staff Organization and Operations*; and CGSC Student Text 100-9

Techniques and Procedures for Tactical Decision-Making, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify the four steps in mission analysis.
- b. Identify facts and assumptions.
- c. Identify the tasks the S3 must perform in conducting mission analysis.
- d. Conduct an exercise in analyzing force ratios.
- e. Identify the role the commander's intent plays in the mission analysis process.
- f. Determine specified, implied, and essential tasks.
- g. Identify the role limitations and risk plays in the mission analysis process.
- h. Identify the role the commander's guidance plays in the mission analysis process.
- i. Identify the role the restated mission plays in the mission analysis process.
- j. Conduct a mission analysis.

TASK 4C: Identify Critical Requirements Necessary to Develop a Course of Action.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and*

Mechanized Infantry Battalion Task Force, Chapters 2 and 3; FM 101-5 *Staff*

Organization and Operations; and CGSC Student Text 100-9 *Techniques and*

Procedures for Tactical Decision-Making, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify course of action development as the second step in the tactical decision-making process.
- b. Identify the required elements that determine course of action suitability.
- c. Identify the five basic elements of the battlefield framework that must be included in the course of action.
- d. Identify the four steps for course of action development and the role each plays.
- e. Develop selected courses of action.

TASK 4D: Analyze a Course of Action.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and*

Mechanized Infantry Battalion Task Force, Chapters 2 and 3; FM 101-5 *Staff*

Organization and Operations; and CGSC Student Text 100-9 *Techniques and*

Procedures for Tactical Decision-Making, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify course of action (COA) analysis as the third step in the tactical decision-making process.
- b. Identify the three criteria for feasibility analysis.
- c. Identify the definition of acceptability analysis.
- d. Identify the seven steps in wargaming.
- e. Identify the two times the staff conducts wargaming during COA analysis.
- f. Identify the three wargaming techniques.
- g. Use the listed techniques to record and display COA results.
- h. Identify the key points and use of a synchronization matrix.
- i. Identify the roles the staff members play in wargaming.
- j. Prepare a decision matrix.

TASK 4E: Identify the Processes Used to Prepare and Issue Combat Orders.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, appendix B; FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 1; and FM 101-5 *Staff Organization and Operations*, chapter 7 and appendix G.

STANDARD: Descriptions must be in accordance with FM 71-2 and include the following:

- a. Identify how troop leading procedure steps interface with preparing and issuing the operation order.
- b. Identify the two major categories of orders.
- c. Identify the five paragraphs of an operation order and critical sub-elements.
- d. Identify the differences between an operation order, an annex, administrative/logistics order, standing operating procedures, warning order, and fragmentary order.
- e. Identify the orders preparation techniques employed at the battalion task force level.
- f. Identify critical steps in preparing overlays and matrices.
- g. Identify reproduction techniques that could save time for orders reproduction.

TASK 4F: Identify Techniques Used to Prepare the Battalion Task Force for a Mission once the Operation Order is Issued.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 2, 3, and 4; FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 2; and CALL Newsletter 91-1 *Rehearsals*, April 1991.

STANDARD: Descriptions must be in accordance with FM 71-2 and include the

following:

- a. Identify the three types of briefings used to confirm subordinate understanding of the mission and situation.
- b. Identify the variables that impact on the type of rehearsal selected by the command.
- c. Identify the purpose of rehearsals and the three levels of rehearsals.
- d. Identify the eight rehearsal methods.
- e. Identify the purpose of orders groups.
- f. Identify critical rehearsal planning, preparation, and execution techniques.
- g. Identify critical operational techniques and procedures the staff must take to support the task force during the mission.

TASK 4G: Identify the General Organization of the Main Command Post and Processes Used to Conduct Combat Operations.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 1 and 2, FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 1; and FM 101-5 *Staff Organization and Operations*, chapter 8 and appendix B.

STANDARD: Descriptions must be in accordance with FM 71-123 and include the following:

- a. Identify the four major functions of the main command post (CP).
- b. Identify the organization of the main CP.
- c. Identify key factors for locating the main CP.
- d. Identify critical operational security (OPSEC) measures for main CP operations.
- e. Identify strengths and weaknesses of the four main CP configurations.
- f. Identify operational techniques that can enhance routine main CP operations.
- g. Identify operational techniques that can enhance main CP communications.

TASK 5: Logistics

TASK 5A: Identify the Fixing and Moving Capabilities of the Battalion Task Force.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force and Company/Team*, FM 100-10 *Combat Service Support*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Description must be in accordance with FM 71-2 and FM 100-10 and include the following:

- a. Identify the different levels of maintenance.

- b. Identify the recovery and evacuation assets available to the battalion task force.
- c. Identify battle damage assessment and repair (BDAR) techniques.
- d. Identify repair timelines.
- e. Identify maintenance concepts.
- f. Identify Class IX supply operations.
- g. Identify transportation organization.
- h. Identify transportation operations.
- i. Identify airlift support capabilities.

TASK 5B: Identify the Supply Operations and Resources that Support a Maneuver Battalion Task Force.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 7.

STANDARD: Description must be in accordance with FM 71-2 and include the following:

- a. Identify the ten classes of supply.
- b. Identify the three types of supply distribution.
- c. Identify how the battalion supplies itself with the various classes of supply.
- d. Identify how the battalion obtains Class I and water.
- e. Identify how the battalion obtains Class III.
- f. Identify how the battalion obtains Class V.
- g. Identify the two types of ammunition supply rates.
- h. Identify critical aspects of logistic package (LOGPAC) operations and other means of battalion-level resupply.

TASK 5C: Conduct Weapons System Replacement Operations and Reconstitution in Support of the Battalion Task Force.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company/Team*, FM 100-9 *Reconstitution*, and FM 100-10 *Combat Service Support*.

STANDARD: Identify weapons system replacement operations and reconstitution requirements in accordance with FM 100-9 and FM 100-10 and include the following:

- a. Identify the principal weapons system replacement manager at battalion/task force level.
- b. Identify the responsibilities of the staff towards weapons system replacement operations.
- c. Identify the goals of weapons system replacement at the battalion/task force level.
- d. Identify when, where, and who will conduct weapons systems replacement operations.

- e. Identify methods to track weapons system status within a task force.
- f. Conduct an exercise in tracking weapons system status.
- g. Identify the difference between reorganization and regeneration.
- h. Identify staff responsibilities toward reconstitution.

Battalion Executive Officer Course References

Required Reading

AR 190-8 *Enemy Prisoners of War, Administration, Employment and Compensation*
AR 600-8 *Military Personnel Management*
AR 600-8-6 *Personnel Accounting and Strength Reporting*
DA Pamphlet 27-25 *Prisoner of War: Rights and Obligations Under the Geneva Convention*
FM 8-10 *Health Service Support in a Theater of Operations* FM 10-14-2 *Guide for the Battalion S4*
FM 12-6 *Personnel Doctrine*
FM 19-40 *Enemy Prisoners of War, Civilian Internees, and Detained Persons*
FM 25-101 *Battle Focuses Training*
FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*
FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force, and Company Team*
FM 100-9 *Reconstitution*
FM 100-10 *Combat Service Support*
FM 101-5 *Staff Organization and Operations*
ARI *Commander's Battle Staff Handbook*, May 1993
CALL Newsletter 91-1 *Rehearsals*, April 1991
CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993

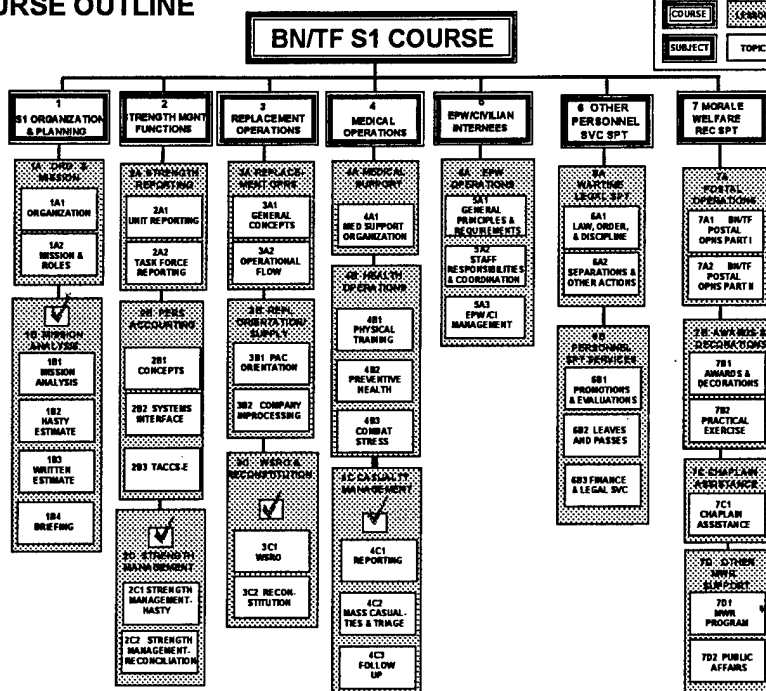
Supplemental Reading

AR 220-15 *Journals and Journal Files*
ARTEP 71-2 MTP *The Tank and Mechanized Infantry Battalion Task Force*
TOE 07245L200 *Table of Organization and Equipment Mechanized Infantry Battalion*
TOE 07246L200 *Table of Organization and Equipment Headquarters and Headquarters Company Mechanized Infantry Battalion*
FM 7-20 *The Infantry Battalion*
FM 8-55 *Planning for Health Service Support*
FM 17-95 *Cavalry Operations*
FM 17-98 *Scout Platoon*
FM 20-22 *Vehicle Recovery Operations*
FM 22-100 *Military Leadership*
FM 34-130 *Intelligence Preparation of the Battlefield*
FM 43-5 *Unit Maintenance Operations*
FM 63-20 *Forward Support Battalion*
FM 63-21 *Main Support Battalion*

FM 90-2 *Battlefield Deception*
FM 90-14 *Rear Battle*
FM 100-5 *Operations*
FM 101-5-1 *Operational Terms and Symbols*
FM 101-10-1/2 *Staff Officers Field Manual - Organizational, Technical, and Logistical Data*, Volumes I and II
TM 11-7010-213-12 *Tactical Army Combat Service Support Computer System AN/TQY-33(V)*
CALL Newsletter 93-3 *Battalion and Brigade Battle Staff*, July 93
FC 71-6 *Battalion and Brigade Command and Control*
IDA Working Paper P-2560 *Battle Staff Integration*, Joseph A. Olmstead, Institute for Defense Analyses, Alexandria, VA., 1992

COURSE OUTLINE

KEY



BATTALION S1: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): As the principal assistant to the commander for personnel, administration, legal matters, and medical operations, the S1 must: serve as the commander's executive secretary; advise the commander on troop strength, replacement operations, medical operations, enemy prisoner of war and civilian internee operations (EPW/CI) matters pertaining to military law. As a member of the battalion staff he must coordinate with other staff members on matters pertaining to personnel, medical, EPW/CI, and military law; and combat service support.

TASK 1: S1 Organization and Planning

TASK 1A: Plan and prepare for execution of the personnel and administration portion of the task force combat service support annex.

CONDITION: Given a course of instruction, access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*; FM 101-5, *Staff Organization and Operations*, relevant unit modified tables of organization and equipment (MTOE), and extracts of a battalion tactical SOP.

STANDARD: Identification must be in accordance with FM 71-2. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the organization and personnel assigned to the battalion to assist the S1 in the performance of his duties.
- b. Identify the major staff responsibilities of the S1 in combat.
- c. Identify the elements of the S1 section and their respective locations and responsibilities in combat.

TASK 1B: Conduct staff planning in support of the battalion mission.

CONDITION: Given a tactical situation, access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*; FM 101-5 *Staff Organization and Operations*, extracts from FM 101-10-1/2 *Staff Officers' Field Manual Organizational, Technical, and Logistic Planning Factors (Volume 2)*; the *Commander's Battle Staff Handbook*; a suggested format for a hasty personnel estimate which includes all necessary information; a format for a written estimate; and a briefing format.

STANDARD: Identification must be in accordance with FM 71-2 and FM 100-5. Procedures for casualty estimates must be in accordance with FM 101-10-1/2. Demonstrate performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the four steps in mission analysis.
- b. Identify facts and assumptions.
- c. Identify the tasks the S1 must perform in conducting mission analysis.
- d. Conduct a mission analysis.

- e. Perform a hasty personnel estimate.
- f. Select the elements of a hasty personnel estimate.
- g. Determine casualty estimates from the table extracts from FM 101-10-1
- h. Identify the requirements of a written personnel estimate.
- i. Identify the elements of an S1's METT-T briefing.

TASK 2: Strength Management Functions

TASK 2A: Conduct personnel reporting in support of the battalion mission.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, AR 600-8 *Military Personnel Management*, AR 600-8-6 *Personnel Accounting and Strength Reporting*, TC 12-17 *Adjutant's Call*, and sample report formats.

STANDARD: Identify report requirements in accordance with FM 12-6 and AR 600-8-6. Demonstrate mastery of performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the main reporting system for battalion level personnel operations.
- b. Identify a method for developing a battle roster numbering system.
- c. Identify the three main automated reports for battalion level operations.
- d. Identify the method for reporting of attached units and operationally controlled units.
- e. Identify special reporting requirements.

TASK 2B: Conduct personnel accountability in support of the battalion mission.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, AR 600-8 *Military Personnel Management*, AR 600-8-6 *Personnel Accounting and Strength Reporting*, TC 12-17 *Adjutant's Call*, TM 11-7010-213-12 *Tactical Army Combat Service Support Computer System AN/TQY-33(V)*.

STANDARD: Identify regulatory requirements in accordance with FM 12-6 and AR 600-8-6. Demonstrate mastery of performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the Army's goal for personnel accountability operations.
- b. Identify methods for developing personnel accountability in wartime that meet the Army goal.
- c. Identify the levels of personnel operations in a division area of operations.
- d. Identify the capabilities and limitations of the Tactical Army Combat Service Support Computer System - Enhanced (TACCS-E) AN/TQY-33(V).

TASK 2C: Conduct personnel strength management in support of the battalion mission.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, AR 600-8 *Military Personnel Management*, AR 600-8-6 *Personnel Accounting and*

Strength Reporting, TC 12-17 Adjutant's Call, sample report formats, and a tactical situation.

STANDARD: Identify personnel strength management requirements in accordance with FM 12-6 and AR 600-8-6. Demonstrate mastery of performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the sources of information needed to conduct personnel strength management in a combat environment.
- b. Perform hasty personnel status assessment.
- c. Identify critical MOS shortages within a battalion.
- d. Perform hasty personnel accounting and strength reporting.
- e. Identify situation(s) that require reconciliation of hasty strength management/reporting.
- f. Identify methods used to conduct reconciliations of hasty reporting.

TASK 3: Replacement Operations

TASK 3A: Conduct replacement operations in support of the battalion mission.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, *The Commanders Battle Staff Handbook*, sample report formats, and a tactical situation.

STANDARD: Identify replacement operation requirements in accordance with FM 12-6 and FM 71-2. Demonstrate mastery of performance objectives by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the general concepts of replacement operations.
- b. Identify the flow of replacement operations within a theater of operations.
- c. Make recommendations for priority of replacement assignments based on current fills, projected losses, and projected gains.

TASK 3B: Conduct replacement orientations and supply operations in support of replacement personnel.

CONDITIONS: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*; FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Battalion Task Force, and Company/Team*, and TC 12-17 *Adjutant's Call*.

STANDARD: Identify unit replacement operations requirements in accordance with FM 12-6, FM 71-2 and FM 71-123. Demonstrate performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify unit requirements and responsibilities for personnel within the battalion concerning replacements.
- b. Identify what equipment a new replacement would arrive with at the unit.
- c. Identify what equipment a return to duty soldier should arrive with at the unit.

TASK 3C: Conduct weapons system replacement operations and reconstitution in support of the battalion.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force, and Company/Team*, FM 100-9 *Reconstitution*, and FM 100-10 *Combat Service Support*.

STANDARD: Identify weapons system replacement operations and reconstitution requirements in accordance with FM 100-9 and FM 100-10. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the principal weapons system replacement manager at battalion level.
- b. Identify the responsibilities of the staff towards weapons system replacement operations.
- c. Identify the goals of weapons system replacement at the battalion level.
- d. Identify when, where, and who will conduct weapons systems replacement operations.
- e. Identify methods to track weapons system status within a battalion.
- f. Identify the definition of reconstitution and the differences between reorganization and regeneration.
- g. Identify staff responsibilities toward reconstitution.

TASK 4: Medical Operations

TASK 4A: Provide staff supervision for health and medical service support for the mission.

CONDITION: Given a course of instruction and access to FM 8-10 *Health Service Support in a Theater of Operations*, FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, and FM 100-10 *Combat Service Support*.

STANDARD: Identify medical organizations which support the battalion/battalion and determine what capability those units have. Demonstrate mastery of performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the four levels of health care within a combat theater of operations.
- b. Identify the six modules of health/medical support found within medical support units.
- c. Identify the organization and level of care found in the forward support battalion's medical company.
- d. Identify the organizations and levels of care found at division and above.
- e. Identify the criterion of medical evacuation.

TASK 4B: Identify staff supervision requirements for health operations of the battalion.

CONDITION: Given a course of instruction and access to AR 40-5 *Preventive Medicine*, FM 8-10 *Health Service Support in a Theater of Operations*, FM 26-2 *Management of Stress in Army Operations*, and FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*.

STANDARD: Preventive medical measures and health operations requirements for a battalion must be in accordance with AR 40-5 and FM 26-2. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the benefits of physical fitness to climatological changes and combat operations.
- b. Identify preventive health measures a battalion may take to improve combat efficiency.
- c. Identify the symptoms of combat stress.
- d. Identify the preventive measures designed to reduce combat stress.
- e. Identify the actions that may be taken within a command to treat combat stress.

TASK 4C: Identify casualty management criteria in support of the battalion.

CONDITION: Given a course of instruction and access to FM 8-10 *Health Service Support in a Theater of Operations*, FM 12-6 *Personnel Doctrine*, AR 600-8-1, *Army Casualty and Memorial Affairs and Line of Duty Investigations*, AR 600-8-6 *Personnel Accounting and Strength Reporting*, TC 12-17 *Adjutant's Call*, and sample report formats.

STANDARD: Identify casualty management requirements in accordance with FM 12-6 and AR 600-8-6. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify casualty reporting criteria at battalion level.
- b. Perform casualty reporting at battalion level and identify its impact on strength management.
- c. Identify the elements of mass casualty operations and triage.
- d. Identify the follow up requirements to casualty reporting.

TASK 5: Enemy Prisoners of War and Civilian Internees

TASK 5A: Identify requirements, staff responsibilities and general management procedures for the handling of enemy prisoners of war (EPW) and civilian internees (CI) in support of the battalion.

CONDITION: Given a course of instruction and access to AR 190-8 *Enemy Prisoners of War, Administration, Employment and Compensation*, DA Pam 27-25 *Prisoner of War: Rights and Obligations Under the Geneva Convention*, FM 12-6 *Personnel Doctrine*, FM 19-40 *Enemy Prisoners of War, Civilian Internees, and Detained Persons*,

and FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*.

STANDARD: Identify enemy prisoner of war and civilian internee management requirements in accordance with AR 190-8, FM 12-6 and FM 19-40. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify proper definitions of enemy prisoners of war and civilian internees.
- b. Identify the legal requirements and obligations in handling enemy prisoners of war and civilian internees.
- c. Identify staff responsibilities and coordination requirements in the handling of EPW at battalion level.
- d. Identify the critical aspects of battalion EPW management.

TASK 6: Other Personnel Services Support

TASK 6A: Identify the legal structure, and legal and personnel administrative actions that exist to support the battalion.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine, Manual for Courts Martial*, and FM 27-1 *Legal Guide for Commanders*.

STANDARD: Identify legal requirements and regulatory personnel separation and administrative actions in accordance with FM 12-6 and FM 27-1. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the sources of military law and the structure it provides.
- b. Identify the three types of courts-martial, to include the types of offenses tried, their structure, convening authority, and the maximum sentence each may impose.
- c. Identify personnel administrative actions that may be taken as non-punitive or corrective measures, to include separations.
- d. Identify the tasks that the battalion legal clerk must be able to perform.

TASK 6B: Conduct personnel support services for soldiers of the battalion.

CONDITION: Given a course of instruction and access to FM 12-6 *Personnel Doctrine*, AR 623-105 *Officer Evaluation Reporting System*, AR 623-205 *Enlisted Evaluation Reporting System*, and AR 630-5 *Leaves and Passes*.

STANDARD: Identify personnel support requirements in accordance with FM 12-6 and ARs 623-105, 623-205, and 630-5. Demonstrate mastery of performance measures below by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the wartime requirements for officer and non-commissioned officer evaluation reports, and promotions.

- b. Identify who retains authority for promotions of selected grades during wartime.
- c. Identify the requirements for leaves and passes during times of war.
- d. Identify systems and organizations that can assist soldiers pertaining to financial and legal assistance during times of war.

TASK 7: Morale, Welfare, and Recreational Support

TASK 7A: Identify the requirements for postal operations in support of the battalion.
CONDITION: Given a course of instruction and access to AR 600-8-3 *Unit Postal Operations*, FM 12-6 *Personnel Doctrine*, and FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*.

STANDARD: Identify requirements for unit postal operations in accordance with AR 600-8-3 and FM 12-6. Demonstrate mastery of performance measures listed below by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the routing of regular mail in a theater of operations.
- b. Identify the requirements for casualty mail redirect.
- c. Identify the requirements for unit postal operations and support.

TASK 7B: Identify the requirements for the establishment of a wartime awards program in support of the battalion.

CONDITION: Given a course of instruction and access to AR 672-5-1, *Awards and Decorations*.

STANDARD: Identify awards requirements in accordance with AR 672-5-1.

Demonstrate mastery of performance measures listed below by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the process by which awards are submitted and approved in wartime.
- b. Identify approving authority for the various awards and badges in a wartime situation
- c. Identify the qualifications for awards normally awarded during wartime.
- d. Recommend the appropriate award for the act or series of acts based on a practical exercise.

TASK 7C: Identify the mission and tasks a battalion chaplain and his assistant perform in support of the battalion/task force.

CONDITION: Given a course of instruction and access to FM 16-1 *Religious Support Doctrine: The Chaplain and Chaplain Assistant*, FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*; FM 101-5 *Staff Organization and Operations*, and *Commander's Battle Staff Handbook*.

STANDARD: Identify methods in which the chaplain and the unit ministry team can assist the S1 in accordance with FM 16-1. Demonstrate mastery of performance

measures listed below by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the UMT mission statement and organization.
- b. Identify the tenets of forward thrust doctrine.
- c. Identify the duties of chaplains at battalion level.
- d. Identify the duties of the chaplain's assistant at battalion level.
- e. Identify those tasks that are part of the battalion chaplain's duties that correlate to the duties of the S1.

TASK 7D: Identify other morale, welfare, and recreational programs in support of the battalion.

CONDITION: Given a course of instruction and access to AR 215-1 *Administration of MWR Activities and NAFIs*, AR 360-3 Army Hometown News Program, and FM 12-6 *Personnel Doctrine*.

STANDARD: Identify requirements for unit MWR programs in accordance with AR 215-1, AR 360-3, and FM 12-6. Demonstrate mastery of performance measures listed below by achieving a score of 80% or higher on the lesson exam.*

- a. Identify MWR programs available at battalion level.
- b. Identify MWR programs available that are external to the battalion.
- c. Identify the requirements for public affairs within a battalion.

Battalion S-1 Course References

AR 27-1 Judge Advocate Legal Services
AR 27-10 Military Justice
AR 40-5 Preventive Medicine
AR 190-8 Enemy Prisoners of War: Administration, Employment, and Compensation
AR 210-10 Administration
AR 215-1 MWR Activities and Non-Appropriated Fund
Instrumentalities
AR 220-1 Unit Status Reporting
AR 220-10 Process for Overseas Movement of Units (POM)
AR 310-10 Military Orders
AR 340-5 Correspondence Distribution Management
AR 360-5 Army Public Affairs
AR 600-8 Military Personnel Management
AR 600-8-1 Army Casualty and Memorial Affairs and Line of Duty
Investigations
AR 600-8-3 Unit Postal Operations
AR 600-8-6 Strength Accounting and Reporting
AR 600-8-103 Battalion S-1
AR 600-9 The Army Weight Control Program
AR 600-20 Army Policy and Procedures
AR 600-37 Unfavorable Information
AR 600-85 Alcohol and Drug Abuse Prevention and Control Program
AR 600-200 Enlisted Personnel Management
AR 601-100 Appointment of Commissioned and Warrant Officers in the Regular Army
AR 601-280 Total Army Retention Program
AR 611-201 Enlisted Career Management Fields and Military
Occupational Specialties
AR 623-105 Officer Evaluation Reporting System
AR 623-205 Enlisted Evaluation Reporting System
AR 624-100 Promotion of Officers on Active Duty
AR 630-5 Leaves and Passes
AR 630-10 Absent Without Leave (AWOL) and Desertion
AR 635-100 Officer Personnel
AR 635-200 Enlisted Personnel
AR 640-2-1 Personnel Qualification Records
AR 640-3 Identification Cards, Tags, and Badges
AR 672-5-1 Military Awards

DA Pam 600-8 Management and Administrative Procedures

DA Pam 600-8-1 Unit Level Procedures/SIDPERS

FM 8-15 Medical Support in Divisions, Separate Brigades, and the Armored Cavalry

FM 8-20 Health Service in a Combat Zone

FM 8-55 Planning for Health Service Support

FM 12-6 Personnel Doctrine

FM 14-7 Finance Operations

FM 16-1 Religious Support Doctrine, The Chaplain and Chaplain Assistant

FM 19-40 Enemy Prisoners of War, Civilian Internees and Detained Persons

FM 21-10 Field Hygiene and Sanitation

FM 21-11 First Aid For Soldiers

FM 21-20 Physical Fitness for Soldiers

FM 22-9 Soldier Performance in Continuous Operations

FM 27-1 Legal Guide for the Commander

FM 46-1 Public Affairs

FM 63-2 CSS Operations - Division

FM 71-2 The Tank and Mechanized Infantry Battalion Task Force

FM 100-5 Operations

FM 100-2-3 The Army Troops and Organizations and Equipment

FM 100-10 Combat Service Support

FM 101-5 Staff Organization and Operations

FM 101-5-1 Operational Terms and Graphics

FM 101-10-1 Staff Officers Field Manual - Organizational, Technical, and Logistical Data, Volume 1

FM 101-10-2 Staff Officers Field Manual - Organizational, Technical, and Logistical Data, Volume 2

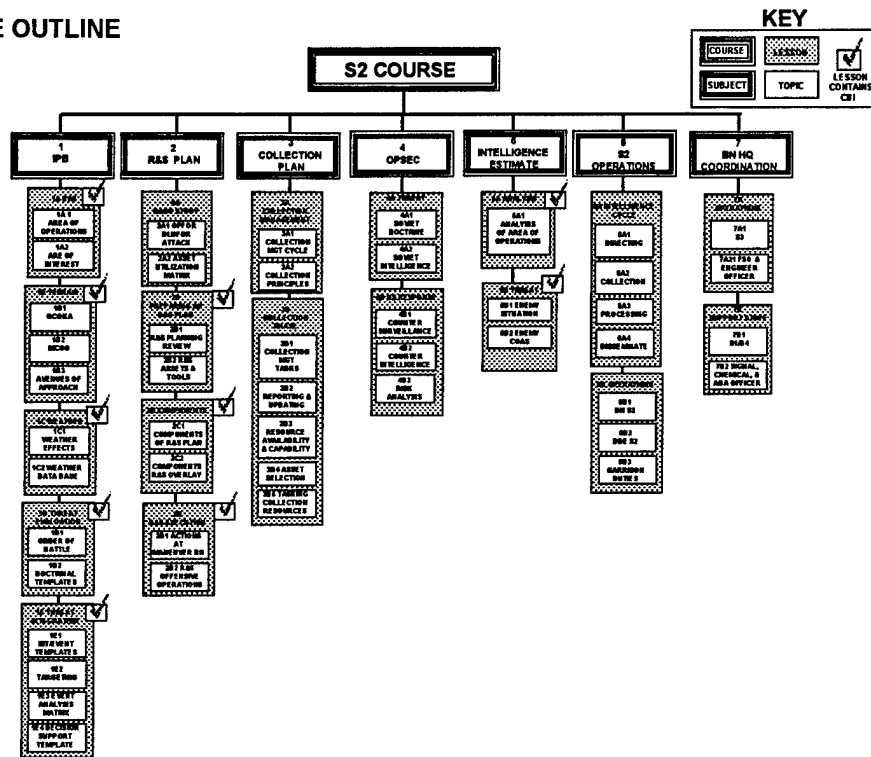
MCM Manual for Courts-Martial

TC 12-16 PAC Noncommissioned Officer's Guide

TC 12-17 The S-1's Handbook

TM 11-7010-213-12 Tactical Army Combat Service Support Computer System AN/TYQ-33(V)

COURSE OUTLINE



BATTALION S-2: TASKS, CONDITIONS AND STANDARDS

TASK: To provide a common level of understanding on the roles of the S2 in the planning and implementation of the intelligence preparation of the battlefield (IPB) process and production of the remaining IPB products.

S2 COURSE: TASK, CONDITION, STANDARD, AND PERFORMANCE MEASURES

TASK 1: Intelligence Preparation of the Battlefield

Task 1A: Battlefield Area Evaluation

TASK: Conduct Battlefield Area Evaluation (BAE).

CONDITION: Given a brigade operations order and access to FM 34-3 *Intelligence Analysis*, FM 34-130 *Intelligence Preparation of the Battlefield* and FM 101-5-1 *Operational Terms and Symbols*.

STANDARDS: BAE will be conducted in accordance with FM 34-130 using doctrinally correct graphic symbols in FM 101-5-1.

- a. Determine the battalion's area of operation; both ground and air.
- b. Determine the battalion's area of interest; both ground and air.

Task 1B: Battlefield Area Evaluation

TASK: Perform Terrain Analysis.

CONDITION: Given a brigade operations order and access to FM 34-3 *Intelligence Analysis*, FM 34-130 *Intelligence Preparation of the Battlefield*, and FM 101-5-1 *Operational Terms and Symbols*.

STANDARDS: Terrain analysis will be conducted in accordance with FM 34-130 using doctrinally correct graphic symbols in FM 101-5-1.

- a. Identify Military Aspects of Terrain
- b. Identify the process used to build the Modified Combined Obstacles Overlay
- c. Identify Avenues of Approach

Task 1C: Battlefield Area Evaluation

TASK: Perform Weather Analysis.

CONDITION: Given a brigade operations order and access to FM 34-1 *Intelligence Analysis*, FM 34-81-1 *Battlefield Weather Effects*, FM 34-130 *Intelligence Preparation of the Battlefield* and FM 101-5-1 *Operational Terms and Symbols*.

STANDARDS: Weather analysis must be conducted in accordance with FM 34-81-1 and FM 34-130.

- a. Identify the effects of weather on military operations.
- b. Understand how to collect and disseminate weather data.
- c. Identify the weather products used to develop the weather data.

Task 1D: Battlefield Area Evaluation

TASK: Perform Threat Evaluation.

CONDITION: Given a brigade operations order and access to FM 34-3 *Intelligence Analysis*, FM 34-130 *Intelligence Preparation of the Battlefield*, and FM 101-5-1 *Operational Terms and Symbols*.

STANDARDS: Threat evaluation will be conducted in accordance with FM 34-130 using doctrinally correct graphic symbols in FM 101-5-1.

- a. Analyze the nine Order of Battle factors.
- b. Understand how to utilize Doctrinal Templates.

Task 1E: Battlefield Area Evaluation

TASK: Conduct Threat Integration.

CONDITION: Given a brigade operations order and access to FM 34-3 *Intelligence Analysis*, FM 34-130 *Intelligence Preparation of the Battlefield*, and FM 101-5-1 *Operational Terms and Symbols*.

STANDARDS: Threat integration will be conducted in accordance with FM 34-130 using doctrinally correct graphic symbols in FM 101-5-1.

- a. Develop situation templates.
- b. Understand the process used in the development of targeting data.
- c. Develop the event template and understand the uses of the event analysis matrix.
- d. Develop the Decision Support Template.

TASK 2: Reconnaissance and Surveillance Plan

Task 2A: Rand Study

TASK: Understand that the completion of the battalion's mission is dependent on the successful accomplishment of the battalions R&S plan.

CONDITION: Given the portion of the Rand study that pertains to R&S planning.

STANDARDS: The student will be able to identify the reasons that units are unsuccessful in offensive and defensive operations due to the lack of proper R&S.

- a. Be able to identify the reasons that units fail to defeat the threat forces.
- b. Be able to utilize the R&S Matrix.

Task 2B: Preparing an R&S Plan

TASK: Identify the different steps in the development of the R&S plan and the assets and tools available.

CONDITION: Given a Brigade operations order, Brigade Reconnaissance and Surveillance (R&S) plan, IR and PIR and Commanders intent have been identified and access to FM 34-2 *Collection Management*, FM 34-2-1 *Reconnaissance and*

Surveillance and Intelligence Support to Counterreconnaissance, and FM 101-5-1 *Operational Terms and Symbols*.

STANDARDS: Identify the different components of the R&S plan and the assets and tools available in accordance with FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*.

- a. Identify the different steps in the development of the R&S plan.
- b. Identify the assets and tools available to the S2 in developing the R&S plan.

Task 2C: Components

TASK: Identify the components of the R&S plan and overlay.

CONDITION: Given a Brigade operations order, Brigade Reconnaissance and Surveillance (R&S) plan, IR and PIR and Commanders intent have been identified and access to FM 34-2 *Collection Management*, FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*, and FM 101-5-1 *Operational Terms and Symbols*.

STANDARDS: Identify the components of the R&S plan and overlay in accordance with FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*.

- a. Identify the components of the R&S plan
- b. Identify the components of the R&S overlay

Task 2D: R&S Execution

TASK: Identify the actions of the S2 at battalion level and the reconnaissance and surveillance (R&S) tasks during different phases of offensive operations.

CONDITION: Given a Brigade offensive operations order, Brigade R&S plan, IR and PIR and Commanders intent have been identified.

STANDARDS: Identify the actions of the S2 at battalion level and the R&S tasks during different phases of offensive operations in accordance with FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*.

- a. Identify the actions of the S2 at the battalion level.
- b. Identify the different R&S missions that need to be conducted during offensive operations.

TASK 3: Collection Plan

Task 3A: Collection Management

TASK: Identify the steps and principles of the collection management.

CONDITION: Given a course of instruction and access to FM 34-2 *Collection Management*, FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*.

STANDARDS: Identify the steps and principles of the collection management process in accordance with FM 34-2-1.

- a. Identify the steps of the collection management process.
- b. Identify the principles of the collection process.

Task 3B: Collection Phase

TASK: Identify the five phases of the collection process.

CONDITION: Given a course of instruction and access to FM 34-2 *Collection Management*, FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*.

STANDARDS: Identify the five phases of the collection process in accordance with FM 34-2-1.

PERFORMANCE MEASURE: Identify the five phases of the collection process.

TASK 4: OPSEC

Task 4A: Threat

TASK: Identify soviet doctrine and intelligence collection means.

CONDITION: Given a course of instruction and access to FM 34-60 *CounterIntelligence* and FM 34-80 *Brigade and Battalion Intelligence and Electronic Warfare Operations*.

STANDARD: Identify soviet doctrine and intelligence collection means.

- a. Identify threat collection means.
- b. Determine threat collection doctrine.

Task 4B: US Response

TASK: Identify US response to threat intelligence operations.

CONDITION: Given a course of instruction and access to FM 34-60 *CounterIntelligence* and FM 34-80 *Brigade and Battalion Intelligence and Electronic Warfare Operations*.

STANDARD: Identify the US response to threat intelligence.

- a. Identify CounterSurveillance measures.
- b. Determine CounterIntelligence requirements.
- c. Identify the aspects of Risk Analysis.

TASK 5: Intelligence Estimate

Task 5A: Analysis of the Area of Operation

TASK: Evaluate the area of operations.

CONDITION: Given a course of instruction and access to FM 34-3 *Intelligence Analysis*, FM 34-80 *Brigade and Battalion Intelligence and Electronic Warfare Operations*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Determine the effect of terrain and weather on the friendly COAs, the probable enemy COA, and the effect that the adoption of this COA will have on the accomplishment of the battalion's mission.

a. Determine the effect that terrain and weather will have on the friendly course of action.

b. Determine the probable enemy COA and the effect that the adoption of that COA will have on the friendly COA.

Task 5B: Threat

TASK: Identify enemy COAs, and the enemy situation.

CONDITION: Given a course of instruction and access to FM 34-3 *Intelligence Analysis*, FM 34-80 *Brigade and Battalion Intelligence and Electronic Warfare Operations*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Identify enemy courses of action, capabilities, and vulnerabilities.

a. Develop enemy Courses of Action.

b. Determine the enemy situation, develop enemy capabilities and vulnerabilities.

TASK 6: S2 Operations

Task 6A: Intelligence cycle

TASKS: Identify the four phases of the Intelligence cycle.

CONDITION: Given a course of instruction and access to FM 34-1 *Intelligence Analysis*, FM 34-3 *Intelligence Analysis*, FM 34-130 *Intelligence Preparation of the Battlefield*, and *US Army Research Institute Fort Benning Field Unit Research Project Commander's Battle Staff Handbook, May 1993*.

STANDARD: Identify the four phases of the Intelligence cycle in accordance with FM 34-3.

a. Identify the Directing phase of the intelligence cycle.

b. Identify the Collection phase of the intelligence cycle.

c. Identify the Processing phase of the intelligence cycle.

d. Identify the Disseminate phase of the intelligence cycle.

Task 6B: Operations

TASK: Describe the S2s garrison duties and the responsibilities that support the battalion and brigade commander's Airland battle mission.

CONDITION: Given a course of instruction and access to FM 34-8 *Combat Commander's Handbook on Intelligence*, FM 34-130 *Intelligence Preparation of the Battlefield*, ARTEP 7-20 *MTP Mission Training Plan for the Infantry Battalion*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Describe S2 garrison duties and responsibilities that support the battalion and brigade commander's Airland battle mission.

- a. Identify the duties of the battalion and brigade S2 necessary to support the unit's mission
- b. Identify the duties of the S2 in a garrison environment.

TASK 7: Battalion Headquarters Coordination

Task 7A: Operations

TASK: Describe the coordination between the S2, FSO, Engineer Officer, and S3 that will support the battalion commander's Airland battle mission.

CONDITION: Given a course of instruction and access to FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*, 34-130 *Intelligence Preparation of the Battlefield*, FM 101-5 *Staff Organization and Operations*, ARTEP 7-20 *MTP Mission Training Plan for the Infantry Battalion*, and *Commander's Battle Staff Handbook*.

STANDARD: Describe coordination necessary between the S3, FSO, Engineer officer, S2 and their respective staffs that support the battalion commander's Airland battle mission.

- a. Describe the coordination between the S2 and S3 officers and their staffs.
- b. Describe the coordination between the S2 and Fire Support Officer.
- c. Describe the coordination between the S2 and Engineer Officer.

Task 7B: Support Staff

TASK: Describe the coordination between the S2, S1, S4, Chemical, Signal, and ADA Officers that will support the battalion commander's Airland battle mission.

CONDITION: Given a course of instruction and access to FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*, 34-130 *Intelligence Preparation of the Battlefield*, FM 101-5 *Staff Organization and Operations*, ARTEP 7-20 *MTP Mission Training Plan for the Infantry Battalion*, and *Commander's Battle Staff Handbook*.

STANDARD: Describe coordination necessary between the S1, S4, Chemical, Signal, ADA Officers, S2 and their respective staffs that support the battalion commander's Airland battle mission.

- a. Describe the coordination between the S2 and S1/4 officers and their staffs.
- b. Describe the coordination between the S2 and Chemical Officer.

- c. Describe the coordination between the S2 and Signal Officer.
- d. Describe the coordination between the S2 and ADA Officer.

Battalion S-2 Course References

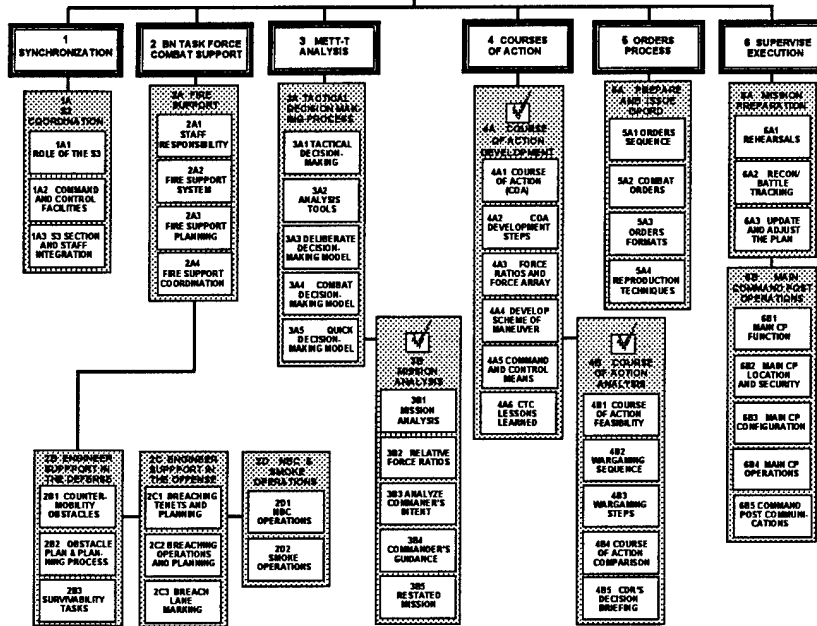
Field Manuals (FMs)

FM 7-7J, The Mechanized Infantry Platoon and Squad, May 1993
FM 7-20, The Infantry Battalion, Sep 1988
FM 34-1, Intelligence and Electronic Warfare Operations, Jul 1987 FM 34-2, Collection Management, October 1990
FM 34-2-1, Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance, Jun 91
FM 34-3, Intelligence Analysis, Mar 1990
FM 34-8, Combat Commander's Handbook on Intelligence, Sep 1992
FM 34-60, Counterintelligence, Feb 1990
FM 34-80, Brigade and Battalion Intelligence and Electronic Warfare, Apr 1986
FM 34-81, Weather Support for Army Tactical Operations, Aug 1989
FM 34-81-1, Battlefield Weather Effects, Dec 92
FM 34-130, Intelligence Preparation of the Battlefield, May 1989
FM 71-2, The Tank and Mechanized Infantry Battalion Task Force, Sep 1988
FM 71-123, Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force, and Company Teams, Sep 1992
FM 100-5, Operations, May 1986
FM 100-2-1, The Soviet Army Operations and Tactic, Jul 1984
FM 100-2-2, The Soviet Army Specialized Warfare and Rear Area Support, Jul 1984
FM 100-2-3, The Soviet Army Troops Organization and Equipment, 6 Jun 91
FM 101-5, Staff Organization and Operations, May 1984
FM 101-5-1, Operational Terms and Symbols, Oct 1985
GTA 30-1-24 (Doctrinal templates), Mar 1984
ARI Commander's Battle Staff Handbook, May 1993

COURSE OUTLINE

BN/TF S3 COURSE

KEY



BATTALION S-3: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): As the commander's primary assistant for planning and coordinating the battle, the S3 must: advise the commander on the operational status of the command; use the operational (commander's) estimate and tactical decision-making process to develop and disseminate a tactical plan to support the commander's intent; and, in conjunction with the battalion task force staff, ensure all combat support (CS) and combat service support (CSS) assets are integrated to support the plan.

TASK 1: Synchronization

TASK 1A: Identify critical coordination requirements for the S3 and S3 Section.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 2 and 3; FM 101-5 *Staff Organization and Operations*, chapters 2 and 3; and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Descriptions must be in accordance with FM 71-2 and include the following:

- a. Identify the S3's primary duties as a battalion level principal staff officer.
- b. Identify the three principal areas of responsibility for the S3.
- c. Identify the key players and their roles in the reconnaissance and surveillance (R&S) and security plans.
- d. Identify critical S3 responsibilities in the areas of operations and organization of the battalion.
- e. Identify the members of the S3 staff section and the roles they play in the various command and control facilities.
- f. Identify critical staff integration activities between the S3 and selected staff members.

TASK 2: Battalion Task Force Combat Support

TASK 2A: Identify the role of key players, capabilities, and employment considerations for planning and executing the fire support mission.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6, and FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 7.

STANDARD: Identification of fire support assets and naval gunfire assets must be in accordance with FM 71-2 and FM 71-123 and will include the following:

- a. Identify key battalion task force players involved in fire support planning.
- b. Identify capabilities and employment considerations for field artillery and mortars.
- c. Correctly identify what tactical air support (TAS) a battalion task force staff officer can expect and identify considerations for effective employment.
- d. Correctly identify considerations for employment of naval gunfire, and who is involved in support planning.
- e. Identify selected restrictive and permissive fire support coordinating measures.

TASK 2B: Identify engineer support requirements to support the battalion task force defensive operations.

CONDITION: Given a course of instruction and access to FM 5-102 *Countermobility*, chapters 1-4; FM 5-103 *Survivability*, chapters 1-3; FM 20-32 *Mine/Countermining Operations*, chapter 2;

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 1, 4, and 6; and FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 4.

STANDARD: Identification will be in accordance with FM 71-2 and FM 71-123 and include:

- a. Identify countermobility, survivability, and mobility tasks for defensive operations.
- b. Identify employment principles for countermobility (obstacle) tasks.
- c. Correctly identify the four effects of tactical obstacles.
- d. Identify the major steps in conducting an Engineer Battlefield Assessment (EBA).
- e. Determine survivability requirements to support battalion task force defensive operations.
- f. Identify the two major types of minefields.
- g. Identify the approving authority for employing FASCAM and the level to which delegation of authority can occur.
- h. Identify the three types of mine resupply methods.

TASK 2C: Identify engineer support requirements to support battalion task force offensive operations.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 5; and FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 3.

STANDARD: Identification of mobility requirements to support battalion task force offensive operations must be in accordance with FM 71-2 and FM 71-123 and include the following:

- a. Identify mobility tasks.

- b. Identify the five breaching tenets.
- c. Identify the four fundamentals of breaching.
- d. Identify the roles of the three elements supporting a breach operation.
- e. Identify the role that reverse planning plays in breaching operations.
- f. Identify the three options a commander has when encountering an obstacle.
- g. Identify the four types of breaching operations.
- h. Identify mobility mission considerations for a movement to contact, hasty attack, and deliberate attack.
- i. Identify the steps in the breach planning sequence.
- j. Identify the four types of breaching techniques.
- k. Identify the three lane marking patterns.

TASK 2D: Identify nuclear, biological, and chemical (NBC) and smoke operational requirements to support the battalion task force.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6 and appendix E; and FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapters 3, 4, 7, and appendix G

STANDARD: Identification of NBC and smoke requirements to support the battalion task force will be in accordance with

FM 71-2 and FM 71-123 and include the following:

- a. Identify the US position on the use of NBC contaminants.
- b. Identify what tactical actions a commander can take to prepare his unit to operate in an NBC environment.
- c. Identify the role of the battalion task force chemical officer.
- d. Identify the organization of the battalion chemical section.
- e. Identify the duties and responsibilities of the chemical section in the main command post (CP).
- f. Identify critical planning and employment considerations in an NBC environment.
- g. Identify key personnel involved in smoke operations planning.
- h. Identify the four applications of smoke
- i. Identify the three types of screening smoke.
- j. Identify the seven means that can provide smoke for tactical situations.
- k. Identify critical planning and employment considerations for the use of smoke.

TASK 3: METT-T Analysis

TASK 3A: Identify critical components of tactical decision-making.

CONDITION: Given a course of instruction and access to FM 101-5 *Staff Organization and Operations* and CGSC Student Text 100-9 *Techniques and Procedures for Tactical*

Decision-Making, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify the four tools that the commander has available to assist him in conducting problem solving.
- b. Identify the four factors of METT-T analysis.
- c. Identify specified and implied tasks contained in a mission statement.
- d. Identify the role of the commander's intent.
- e. Identify the role staff estimates play in the decision-making process.
- f. Identify the steps in the estimate of the situation and the role the estimate of the situation plays in the decision-making process.
- g. Identify the steps in troop-leading procedures and the role troop leading procedures play in the decision-making process.
- h. Identify the relationship between the factors of METT-T, the estimate of the situation, and troop-leading procedures.
- i. Identify the three decision-making models.
- j. Identify critical components of the deliberate decision-making model.
- k. Identify critical components of the combat decision-making model.
- l. Identify critical components of the quick decision-making model.

TASK 3B: Identify critical requirements to conduct mission analysis.

CONDITION: Given a course of instruction and access to

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 2 and 3; FM 101-5 *Staff Organization and Operations*; and CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify the four steps in mission analysis.
- b. Identify facts and assumptions.
- c. Identify the tasks the S3 must perform in conducting mission analysis.
- d. Conduct an exercise in analyzing force ratios.
- e. Identify the role the commander's intent plays in the mission analysis process.
- f. Determine specified, implied, and essential tasks.
- g. Identify the role limitations and risk plays in the mission analysis process.
- h. Identify the role the commander's guidance plays in the mission analysis process.
- i. Identify the role the restated mission plays in the mission analysis process.
- j. Conduct a mission analysis.
- k. Develop a restated mission.

TASK 4: Courses of Action

TASK 4A: Identify critical requirements to develop courses of action.

CONDITION: Given a course of instruction and access to

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 2 and 3; FM 101-5 *Staff Organization and Operations*; and CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify course of action development as the second step in the tactical decision-making process.
- b. Identify the required elements that determine course of action suitability.
- c. Identify the five basic elements of the battlefield framework that must be included in the course of action.
- d. Identify the four steps for course of action development and the role each plays.
- e. Develop selected courses of action.

TASK 4B: Identify critical requirements for analyzing courses of action.

CONDITION: Given a course of instruction and access to

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 2 and 3; FM 101-5 *Staff Organization and Operations*; and CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify course of action (COA) analysis as the third step in the tactical decision-making process.
- b. Identify the three criteria for feasibility analysis.
- c. Identify the definition of acceptability analysis.
- d. Identify the seven steps in wargaming.
- e. Identify the two times the staff conducts wargaming during COA analysis.
- f. Identify the three wargaming techniques.
- g. Use the listed techniques to record and display COA results.
- h. Complete a synchronization matrix.
- i. Identify the roles the staff members play in wargaming.
- j. Prepare a decision matrix.
- k. Analyze selected courses of action.

TASK 5: Prepare and Issue the Operation Order (OPORD)

TASK 5A: Identify the process used to prepare and issue combat orders.

CONDITION: Given a course of instruction and access to

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, appendix B; FM 71-123

Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team, chapter 1; and FM 101-5 *Staff Organization and Operations*, chapter 7 and appendix G.

STANDARD: Descriptions must be in accordance with FM 71-2 and include the following:

- a. Identify how troop leading procedure steps interface with preparing and issuing the operation order.
- b. Identify the two major categories of orders.
- c. Identify the five paragraphs of an operation order and critical sub-elements.
- d. Identify the differences between an operation order, an annex, administrative/logistics order, standing operating procedures, warning order, and fragmentary order.
- e. Identify the orders preparation techniques employed at the battalion task force level.
- f. Identify critical steps in preparing overlays and matrices.
- g. Identify reproduction techniques that could save time for orders reproduction.

TASK 6 Supervise Execution

TASK 6A: Identify command and control techniques used to prepare the battalion task force for a mission once the operation order is issued.

CONDITION: Given a course of instruction and access to

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 2, 3, and 4; FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 2; and CALL Newsletter 91-1 *Rehearsals*, April 1991.

STANDARD: Descriptions must be in accordance with FM 71-2 and include the following:

- a. Identify the three types of briefings used to confirm subordinate understanding of the mission and situation.
- b. Identify the variables that impact on the type of rehearsal selected by the command
- c. Identify the purpose of rehearsals and the three levels of rehearsals.
- d. Identify the eight rehearsal methods.
- e. Identify the purpose of orders groups.
- f. Identify critical rehearsal planning, preparation, and execution techniques.
- g. Identify the differences between reconnaissance, surveillance, and counterreconnaissance efforts.
- h. Identify reconnaissance, surveillance, and counter-reconnaissance assets available to the battalion task force.
- i. Identify critical operational techniques and procedures the staff must be taking to support the task force during the mission.

TASK 6B: Identify the general organization of the main command post and processes used to conduct combat operations.

CONDITION: Given a course of instruction and access to

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 1 and 2, FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion Task Force, and Company Team*, chapter 1; and FM 101-5 *Staff Organization and Operations*, chapter 8 and appendix B.

STANDARD: Descriptions must be in accordance with FM 71-123 and include the following:

- a. Identify the four major functions of the main command post (CP).
- b. Identify the organization of the main CP.
- c. Identify key factors for locating the main CP.
- d. Identify critical operational security (OPSEC) measures for main CP operations.
- e. Identify strengths and weaknesses of the four main CP configurations.
- f. Identify operational techniques that can enhance routine main CP operations.
- g. Identify operational techniques that can enhance main CP communications.

Battalion S-3 Course References

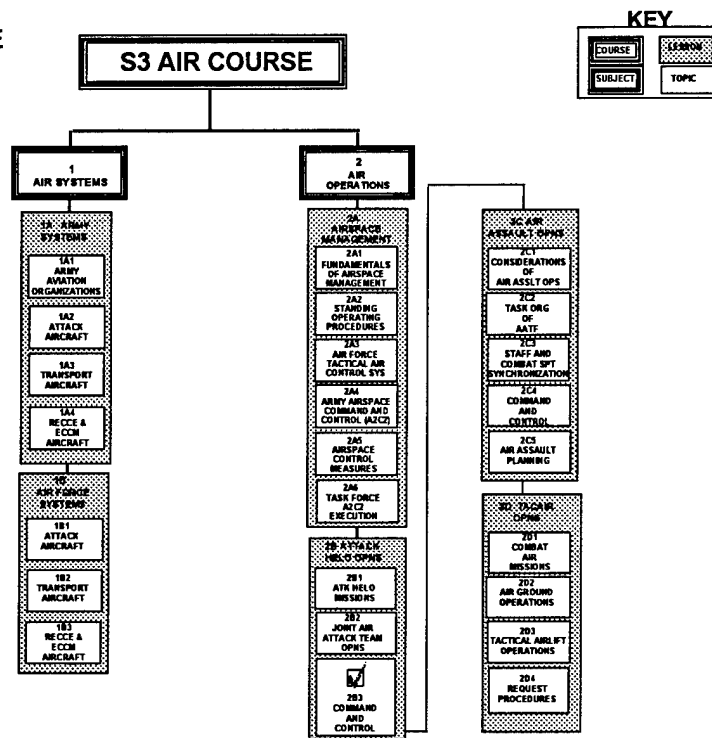
Required Reading

FM 5-102 *Counter mobility*
FM 5-103 *Survivability*
FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*
FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force, and Company Team*
FM 101-5 *Staff Organization and Operations*
ARI *Commander's Battle Staff Handbook*, May 1993
CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993
CALL Newsletter 91-1 *Rehearsals*, April 1991

Supplemental Reading

AR 220-15 *Journals and Journal Files*
FM 3-3 *NBC Contamination Avoidance*
FM 3-4 *NBC Protection*
FM 3-5 *NBC Decontamination*
FM 3-100 *NBC Operations*
FM 5-101 *Mobility*
FM 6-20-40 *Fire Support for Brigade Operations (Heavy)*
FM 7-20 *The Infantry Battalion*
FM 17-95 *Cavalry Operations*
FM 17-98 *Scout Platoon*
FM 20-32 *Mine/Counter mine*
Operations
FM 90-2 *Battlefield Deception*
FM 90-13-1 *Combined Arms Breaching Operations*
FM 90-14 *Rear Battle*
FM 101-5-1 *Operational Terms and Symbols*
FC 71-6 *Battalion and Brigade Command and Control*, chapters 1 and 2
CALL Newsletter 93-3 *The Battalion and Brigade Battle Staff*, July 93

COURSE OUTLINE



KEY

COURSE	LESSON
SUBJECT	TOPIC

BATTALION S-3 (AIR): TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): The S3 Air is the senior officer assistant to the S3. He performs functions as directed by the S3 to assist the S3. His primary task is to serve as the unit air space manager and air support coordinator. In this role the S3 Air requests and coordinates combat air sorties and aerial transportation from all services in support of the ground mission. Plan and prepare to execute battalion/task force air support. Also plan and prepare to serve as advisor to the task force commander on matters of air support as they affect operations.

TASK 1: Technical Data

TASK 1A: Identify Army aviation organizations and aircraft capable of providing close air support, aerial transportation, and reconnaissance/electronic warfare.

CONDITION: Given a course of instruction, access to FM 1-111 *Aviation Brigades* and FM 1-100 *Doctrinal Principles for Army Aviation in Combat Operations*.

STANDARD: Identification must be in accordance with FM 1-111. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the mission of the divisional aviation brigade.
- b. Identify the organization of the divisional aviation brigade.
- c. Identify general capabilities and limitations of the divisional aviation brigade.
- d. Identify corps and echelons above corps Army aviation missions and organizations.
- e. Identify Army aviation ordinance and target types.
- f. Identify Army aircraft capable of providing close air support, and their individual capabilities and limitations.
- g. Identify Army aircraft capable of aerial transportation and airlift, and their individual capabilities and limitations.
- h. Identify Army aircraft capable of aerial reconnaissance and electronic warfare.

TASK 1B: Identify US Air Force aircraft capable of providing close air support, aerial transportation, and reconnaissance/electronic warfare.

CONDITION: Given a course of instruction and access to FM 6-20-40 *Fire Support for Brigade Operations (Heavy)* and FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*.

STANDARD: Identification must be in accordance with FM 6-20-40, FM 71-2, FM 100-26, and FM 100-27. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the mission of the Air Force in close air, tactical airlift, and reconnaissance/electronic warfare in support of ground forces.

- b. Identify close Air Force air support aircraft, capabilities and limitations.
- c. Identify Air Force tactical airlift aircraft, capabilities and limitations.
- d. Identify Air Force reconnaissance and electronic warfare aircraft, capabilities and limitations.

TASK 2: Duties and Responsibilities

TASK 2A: Identify the duties and responsibilities of the S3Air.

CONDITION: Given a course of instruction and access to FM 1-100 *Army Aviation in Combat Operations*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, FM 90-4 *Air Assault Operations*, FM 100-26 *The Air Ground Operations System*, FM 100-27 *USA/USAF Doctrine for Joint Airborne and Tactical Airlift Operations*, FM 100-42 *US Air Force/US Army Airspace Management in an Area of Operations*, FM 100-103 *Army Airspace Command and Control in a Combat Zone*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Identification must be in accordance with FM 71-2, FM 100-103, and FM 101-5. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the duties and responsibilities of the S3 Air for A2C2 planning and coordination.
- b. Identify the duties and responsibilities of the S3 Air for A2C2 prioritization and allocations.
- c. Identify the duties and responsibilities of the S3 Air for air support requirements and requests for Army attack, airlift, and SEMA.
- d. Identify the duties and responsibilities of the S3 Air for air support requirements and requests for Air Force close air support, airlift, reconnaissance, and SEMA.
- e. Identify the duties and responsibilities of the S3 Air for providing the task force commander and his subordinate commanders advice concerning all service air support capabilities and limitations.

TASK 2B: Identify the requirements of the S3Air for the planning, coordination, and employment air assault, attack helicopters, and USAF air ground operations.

CONDITION: Given a course of instruction and access to FM 1-100 *Army Aviation in Combat Operations*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, FM 90-4 *Air Assault Operations*, FM 100-26 *The Air Ground Operations System*, FM 100-27 *USA/USAF Doctrine for Joint Airborne and Tactical Airlift Operations*, FM 100-42 *US Air Force/US Army Airspace Management in an Area of Operations*, FM 100-103 *Army Airspace Command and Control in a Combat Zone*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Identification must be in accordance with FM 71-2, FM 90-4, and FM 100-103. Demonstrate mastery of the following performance measures by achieving a score of

80% or higher on the lesson exam.*

- a. Identify task organization considerations for an air assault operation.
- b. Identify the considerations for the C3 of an air assault operation.
- c. Identify considerations for, and develop an estimate for an air assault operation in support of the task force maneuver plan.
- d. Identify the tactical support considerations for an air assault operation.
- e. Identify the requirements for an air mission commander's briefing.
- f. Identify the requirements for the control of an Air Force CAS mission.
- g. Identify the requirements for the control of Army attack helicopters.

TASK 2C: Identify the requirements of the S3Air for planning air movement and requesting Army and USAF air support.

CONDITION: Given a course of instruction and access to FM 1-100 *Army Aviation in Combat Operations*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, FM 90-4 *Air Assault Operations*, FM 100-26 *The Air Ground Operations System*, FM 100-27 *USA/USAF Doctrine for Joint Airborne and Tactical Airlift Operations*, FM 100-42 *US Air Force/US Army Airspace Management in an Area of Operations*, FM 100-103 *Army Airspace Command and Control in a Combat Zone*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Preparation must be in accordance with FM 1-100, FM 90-4, and FM 100-26. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

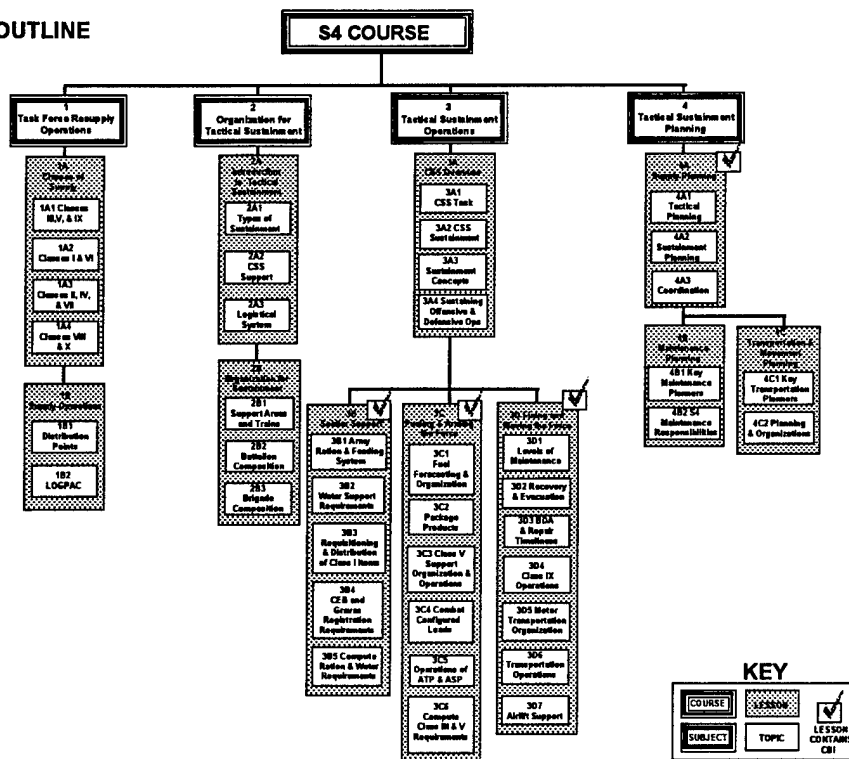
- a. Prepare an air movement table using Army Aircraft.
- b. Prepare an air movement table using Air Force aircraft.
- c. Prepare a request for CAS.
- d. Prepare a request for Army attack helicopter support.
- e. Prepare a request for an Army SEMA.
- f. Prepare a request for Air Force reconnaissance and electronic warfare support.

Battalion S-3 (Air) Course References

FM 1-100 Doctrinal Principles for Army Aviation in Combat Operations
FM 1-111 Aviation Brigades
FM 1-112 Attack Helicopter Battalion
FM 1-113 Assault Helicopter Battalion
FM 6-20-20 Tactics, Techniques, and Procedures for Fire Support at Battalion Task Force and Below
FM 6-20-40 Tactics, Techniques, and Procedures for Fire Support for Brigades Operations (Heavy)
FM 34-8 Combat Commander's Handbook on Intelligence
FM 34-25 Corps Intelligence and Electronic Warfare Operations
FM 55-12 Movement of Units in Air Force Aircraft
FM 55-15 Transportation Reference Guide
FM 71-2 The Tank and Mechanized Infantry Battalion Task Force
FM 90-4 Air Assault Operations
FM 90-15 J-SEAD, Multi-Service Procedures for the Joint Suppression of Enemy Air Defenses
FM 90-21 JAAT, Multi-Service Procedures for the Joint Air Attack Team Operations
FM 90-25 ALCO, Airlift for Combat Operations
FM 100-5 Operations
FM 100-2-3 The Army Troops and Organizations and Equipment
FM 100-26 The Air Ground Operations System
FM 100-27 USA/USAF Doctrine for Joint Airborne and Tactical Airlift Operations
FM 100-42 US Air Force/US Army Airspace Management in an Area of Operations
FM 100-103 Army Airspace Command and Control in a Combat Zone
FM 101-5 Staff Organization and Operations
FM 101-5-1 Operational Terms and Graphics
FM 101-10-1 Staff Officers Field Manual - Organizational, Technical, and Logistical Data, Volume 1
FM 101-10-2 Staff Officers Field Manual - Organizational, Technical, and Logistical Data, Volume 2

CGSC Student Text 100-2 US Air Force Basic Data

COURSE OUTLINE



BATTALION S-4: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): To provide a common level of understanding on the roles of the S4 in the planning and implementation of the logistical support system and the information necessary to sustain the battalion on the modern battlefield.

TASK 1: Task Force Resupply Operations

TASK 1A: Identify the ten classes of supply.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify the ten classes of supply in accordance with FM 100-10.

- a. Identify classes III, V, and IX.
- b. Identify classes I, and VI.
- c. Identify Classes II, IV, and VII.
- d. Identify Classes VIII, and X.

TASK 1B: Identify task force resupply methods.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Determine task force resupply methods in accordance with FM 100-10.

- a. Identify supply point, unit, and throughput distribution methods.
- b. Describe LOGPAC operations within the task

force.

TASK 2: Organization for Tactical Sustainment

TASK 2A: Identify the major task of combat service support.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify the major task of combat service support in accordance with FM 100-10.

- a. Identify the functions and relationships between logistics, combat service support, and tactical sustainment.
- b. Identify the major echelons of the Army logistics system.

- c. Identify the major tasks of combat service support.

TASK 2B: Identify the major task of combat service support.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify the tactical sustainment structure for the battalion task force in accordance with FM 100-10.

- a. Identify the support areas from Corps to company team level.
- b. Identify the organization of the task force trains.
- c. Identify battalion and brigade CSS composition.

TASK 3: Tactical Sustainment Operations

TASK 3A: Identify the responsibilities of the combat service support system.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify the responsibilities of the combat service support system in accordance with FM 100-10.

- a. Identify the six tasks of the combat service support system.
- b. Identify the five sustainment imperatives.
- c. Identify the concept for sustainment.
- d. Identify the sustainment requirements for offensive operations.
- e. Identify the sustainment requirements for defensive operations.
- f. Identify the sustainment requirements for retrograde operations.

TASK 3B: Identify the Army Field Services and Support system.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and US Army Research Institute Fort Benning Field Unit Research Project *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify the Army Field Services and Support system in accordance with FM 100-10.

- a. Identify the Army ration system.
- b. Identify the Army feeding system.
- c. Determine the water support requirements.
- d. Identify the procedure for the requisitioning and distribution of Class I items within the division.

- e. Identify Clothing Exchange and Bath (CEB) and graves registration requirements for the battalion task force.
- f. Compute ration and water requirements for a battalion task force.

TASK 3C: Identify the fueling and rearming process

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, ~~and~~ *US Army Research Institute Fort Benning Field Unit Research Project Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify the refueling and rearming process in accordance with FM 100-10.

- a. Identify the Class III organization structure.
- b. Identify the Class III forecasting system.
- c. Identify refueling methods.
- d. Identify package products.
- e. Identify the Class V organization structure.
- f. Identify the Class V forecasting structure.
- g. Identify combat critical loads.
- h. Identify the operations of the ammunition transfer point and ammunition supply point.
- i. Identify unit basic loads.
- j. Compute fuel requirements for the battalion task force.
- k. Compute ammunition requirements for the battalion task force.

TASK 3D: Identify the fixing and moving capabilities of the battalion task force.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force and Company/Team*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and *US Army Research Institute Fort Benning Field Unit Research Project Commander's Battle Staff Handbook*, May 1993.

STANDARD: Description must be in accordance with FM 100-10.

- a. Identify the different levels of maintenance.
- b. Identify the recovery and evacuation assets available to the battalion task force.
- c. Identify battle damage assessment and repair (BDAR) techniques.
- d. Identify repair timelines.
- e. Identify maintenance concepts.
- f. Identify Class IX supply operations.
- g. Identify transportation organization.
- h. Identify transportation operations.

TASK 4: Tactical Sustainment Planning

TASK 4A: Identify tactical sustainment functions of the battalion task force.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and *US Army Research Institute Fort Benning Field Unit Research Project Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify tactical sustainment functions of the battalion task force in accordance with FM 100-10.

- a. Identify tactical sustainment.
- b. Identify tactical sustainment planning.
- c. Describe and demonstrate the coordination activities between the S4 and primary staff officers in the areas of supply, services, maintenance and transportation.

TASK 4B Identify the key maintenance planners, and the maintenance responsibilities of the battalion S4.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and *US Army Research Institute Fort Benning Field Unit Research Project Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify the key maintenance planners within the task force, brigade, and division and the maintenance responsibilities of the battalion S4 in accordance with FM 100-10.

- a. Identify the key maintenance planners within the task force, brigade, and division.
- b. Identify the maintenance responsibilities of the battalion task force S4.

TASK 4C Identify transportation and movement operations.

CONDITION: Given a course of instruction and access to FM 10-14-2 *Guide for the Battalion S4*, FM 100-10 *Combat Service Support*, FM 101-5 *Staff Organization and Operations*, and *US Army Research Institute Fort Benning Field Unit Research Project Commander's Battle Staff Handbook*, May 1993.

STANDARD: Identify transportation and movement operations in accordance with FM 100-10.

- a. Identify the key transportation planners within the division.
- b. Identify transportation planning factors.
- c. Identify the organization for road movements.

REQUIRED REFERENCE FOR S4 COURSE

Army Regulations (ARs)

AR 700-9 Policies of the Army Logistics System
AR 710-2 Supply Policy Below the Wholesale Level

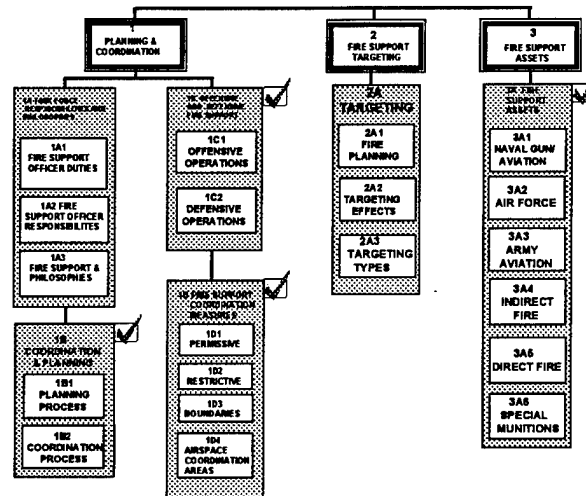
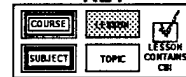
Field Manuals (FMs)

FM 10-14-2 Guide for the Battalion S4, 30 December 1981
FM 10-13 Supply and Service Reference Data
FM 10-24 Ration Distribution Operations
FM 10-52 Field Water Supply
FM 10-60 Subsistence Supply and Management in Theater of Operations
FM 10-63 Handling of Deceased Personnel in Theater of Operations
FM 29-19 Repair Parts Supply for a Theater of Operations
FM 43-5 Unit Maintenance Operations, 28 September 1988
FM 55-15 Transportation Reference Data
FM 63-2 Division Support Command, Armored, Infantry, and Mechanized Infantry Divisions, 20 May 1991
FM 63-20 Forward Support Battalion, 26 February 1990
FM 63-21 Main Support Battalion, 7 August 1990
FM 71-2 Tank and Mechanized Infantry Battalion Task Force, 27 September 1988
FM 100-5 Operations, 19 January 1993
FM 100-10 Combat Service Support, 18 February 1988
FM 101-5 Staff Organization and Operations, 25 May 1984
FM 101-5-1 Operational Terms and Symbols, 21 October 1985
FM 101-10-1/2 (Volumes 1 and 2) Staff Officers Field Manual: Organizational, Technical and Logistical Data, Planning Factors, October 1987

COURSE OUTLINE

FIRE SUPPORT OFFICER

KEY



BATTALION FIRE SUPPORT OFFICER: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): Provide the Task Force Fire Support Officer (FSO) the knowledge to actively plan and integrate all available fire support assets in accomplishing the commander's intent or mission.

TASK 1: Planning and Coordination

Task 1A: Identify the duties and responsibilities of the task force FSO.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapter 6, FM 6-20-20

Tactics, Techniques, and Procedures for Fire Support at Battalion and Below, Chapters 1 and 3, and *Commander's Battle Staff Handbook*, ARI Fort Benning Field Unit, 15 May 1993.

STANDARDS: Description must be in accordance with *Commander's Battle Staff Handbook* and FM 6-20-20 *Tactics, Techniques, and Procedures for Fire Support at Battalion and Below* and include the following:

- a. Identify the FSO's primary duty.
- b. Identify the FSO's role as fire support planner.
- c. Identify FSO responsibilities.
- d. List information required by the commander.
- e. Explain the relationship between the FSO and Commander.
- f. Identify the fundamental fire support tasks.
- g. Explain the link between the Principles of War and fire support.
- h. Identify the principle of war that is critical to the fire support system.

TASK 1B: Identify the fire support planning and coordination processes required of the task force FSO, conduct a rehearsal and construct a fire support plan.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapter 2; FM 6-20-40 *Tactics, Techniques, Procedures for Fire Support for Brigade Operations (Heavy)*, Chapters 1 and 2; FM 6-20-20 *Tactics, Techniques, Procedures for Fire Support At Battalion And Below*, Chapter 3; and *Commander's Battle Staff Handbook*, ARI Fort Benning Field Unit, 15 May 1993.

STANDARDS: Description must be in accordance with FM 6-20-20 and FM 71-2 and include the following:

- a. Identify the external coordination required of the FSO.
- b. Identify the internal coordination required of the FSO.
- c. Identify the essential portions of a fire support plan.
- d. Identify the elements of the planning sequence.
- e. Construct a fire support plan.
- f. Select and conduct a rehearsal.

TASK 1C: Identify and apply the offensive and defensive fire support requirements the task force FSO must fulfill to meet the commander's intent.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 3, 4 and 6; FM 71-123 *Tactics and Techniques for Combined Arms Heavy Forces: Armor Brigade, Battalion/Task Force and Company/Team*, chapters 3 and 4; FM 6-20-40 *Tactics, Techniques and Procedures for Fire Support for Brigade Operations*, chapter 3; U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, May 1993.

STANDARDS: Descriptions must be in accordance with FM 71-2, FM 6-20-20, FM 6-20-40 and FM 71-123 and include the following:

- a. Identify the characteristics of offensive operations.
- b. Identify the link between the scheme of maneuver and the fire support plan.
- c. Identify fire support considerations in a hasty attack.
- d. Identify fire support considerations in the deliberate attack.
- e. Identify the characteristics of defensive operations.
- f. Identify fire support considerations for a defense of a sector mission.
- g. Identify fire support considerations for a defense of a battle position mission.

TASK 1D: Identify selected control measures.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 3, 4 and 6, and FM 101-5-1 *Operational Terms and Graphics*, Chapters 1 and 2.

STANDARDS: Identification of the selected control measures must be in accordance with FM 71-2 and FM 101-5-1 and include the following:

- a. Identify the four fire support coordination measures.
- b. Identify permissive fire support coordination measures.
- c. Identify restrictive fire support coordination measures.
- d. Identify boundaries.
- e. Identify the following: coordinated fire line (CFL) fire support coordination line (FSCL), and free fire area (FFA).
- f. Define and identify the following: restrictive fire area(RFA), restrictive fire line (RFL) and no fire area (NFA).
- g. Identify unit boundaries.
- h. Identify why boundaries are considered both permissive and restrictive fire support coordination measures.
- i. Identify an air space coordination area (ACA).
- j. Identify fire control measures in the offense and defense.
- h. Identify characteristics of offensive and defensive operations.

TASK 2: Fire Support Targeting

TASK 2A: Identify targeting development and describe the differences between targeting

types.

CONDITION: Given a course of instruction and access to FM 6-20-10, *Tactics, Techniques, and Procedures for The Targeting Process*, Chapters 1-6, FM 6-20-20, *Tactics, Techniques, and Procedures for Fire Support at Battalion Task Force and Below*, Chapter 2, and FM ~~6-20-40~~ ⁶⁻²⁰⁻⁴⁰, *Techniques and Procedures for Fire Support for Brigade Operations (Heavy)*, Chapter 2 and Appendix G.

STANDARD: Identify targeting according to FM 6-20-10, FM 6-20-20 and FM 6-20-40 and include the following:

- a. Identify definition and purpose of targeting.
- b. Identify targeting types.
- c. Identify examples of lethal and nonlethal targeting.
- d. Identify the types of targeting effects.
- e. Identify the differences between on-call, priority, and schedule of fires.
- f. Identify the commander who initiates and stops final protective fires (FPF).
- g. Identify the target sets.
- h. Identify elements of the targeting process.
- i. Identify key personnel and tools used in targeting.
- j. Identify differences between deliberate and quick fire planning procedures.
- k. Identify different target symbol types.

TASK 3: Fire Support Assets

TASK 3A: Identify fire support capabilities and limitations and key personnel associated with each asset.

CONDITION: Given a course of instruction and access to FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapter 6; FM 6-20-40 *Tactics, Techniques, Procedures for Fire Support for Brigade Operations(Heavy)*, Chapters 2 and Appendices A and H; FM 6-20-20 *Tactics, Techniques, Procedures for Fire Support At Battalion And Below*, Chapters 6 and 7; FB030 *Fundamentals of Tactical Operations*, Chapters 2 and 3; and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARDS: Description must be in accordance with FM 6-20-20 and FM 6-20-40 and include the following:

- a. Identify direct fire support assets.
- b. Identify indirect fire support assets
- c. Identify Air Force fire support assets.
- d. Identify Naval Gun/Aviation fire support assets.
- e. Identify Army Aviation fire support assets.
- f. Identify employment considerations for obscurants, family of scatterable mines and cannon launched guided projectile.
- g. Determine the number of rounds per tube to provide obscuration.
- h. Determine the number of rounds in a FASCAM minefield.

Fire Support Officers Course

References

- FM 6-20 *Fire Support in the Airland Battle*
FM 6-20-10 *Tactics, Techniques, and Procedures for the Targeting Process.*
FM 6-20-20 *Fire Support at Battalion and Below*
FM 6-20-40 *Tactics, Techniques, and Procedures for Fire Support Brigade Operations (Heavy)*
FM 6-30 *Tactics, Techniques, and Procedures for Observed Fire*
FM 6-121 *Tactics, Techniques and Procedures for Field Artillery Target Acquisition.*
FM 34-1 *Intelligence And Electronic Warfare Operations.*
FM 34-3 *Intelligence Analysis.*

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*
FM 71-123 *Tactics, Techniques, and Procedures for Combined Arms Heavy Force and Armor Brigade, Battalion/Task Force and Company Operations*
FM 100-5 *Staff Organization and Operations*
FM 101-5 *Operational Terms and Symbols*
FM 101-5-1

TC 6-71 *Fire Support Handbook For the Maneuver Commander.*

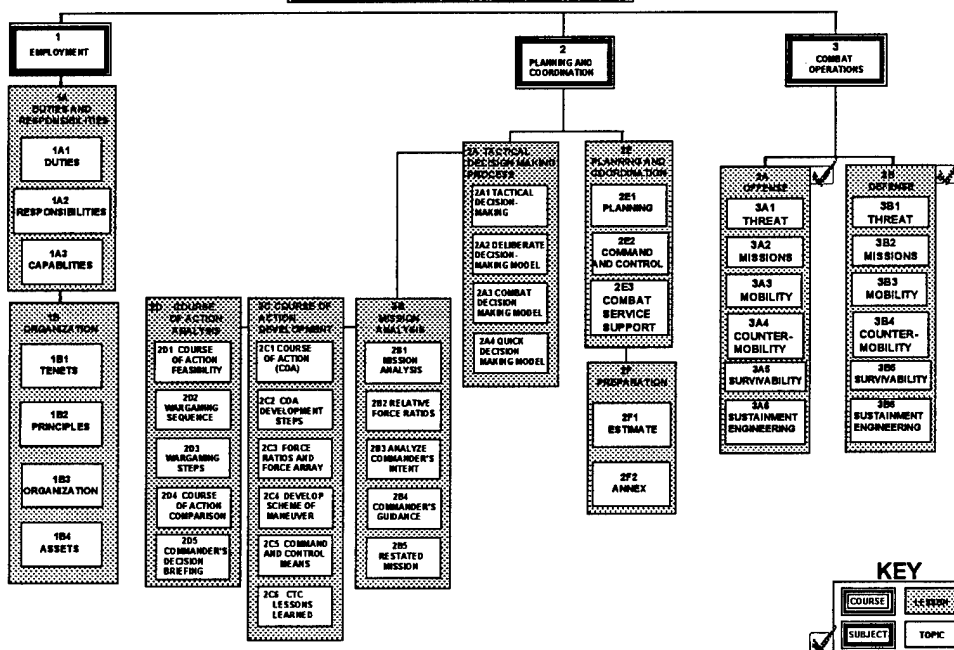
U.S. Army Research Institute Fort Benning Field Unit Research Product
Commander's Battle Staff Handbook

CGSC

- Student Text FB030 *Fundamentals of Tactical Operations*
Student Text 100-1 *Navy and Marine Corps*
Student Text 100-2 *US Air Force Basic Data*
Student Text 100-3 *Battle Book*

COURSE OUTLINE

ENGINEER OFFICER



BATTALION ENGINEER: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): Provide the Task Force Engineer Officer the knowledge to actively plan and integrate the available engineer assets in accomplishing the commander's intent or mission.

TASK 1: EMPLOYMENT.

TASK 1A: Identify and describe the duties and responsibilities of the task force Engineer officer.

CONDITION: Given a course of instruction and access to FM 71-2 The Tank and Mechanized Infantry Battalion Task Force, Chapter 6, and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Description must be in accordance with FM 71-2. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the duties of the Engineer officer.
- b. Identify the responsibilities of the Engineer officer.
- c. Identify the secondary mission of the engineers.
- d. Identify the functions/tasks of the engineers.

TASK 1B: Describe the organization of the engineers.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6; FM 5-100 *Engineer Combat Operations*, chapter 4 and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Description must be in accordance with FM 71-2. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the tenets of engineering.
- b. Identify the missions of the division engineer units.
- c. Identify the missions of the corps engineer units.

TASK 1C: Identify and select the engineer equipment located at the platoon, battalion and brigade.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6, and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Identify and define in accordance with FM 71-2. Demonstrate mastery of the

following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify and select the engineer equipment available in the engineer platoon.
- b. Identify and select the engineer equipment available in the engineer battalion.
- c. Identify and select the engineer equipment available in the engineer brigade.

TASK 2: PLANNING AND COORDINATION.

TASK 1B: Describe the engineer planning and coordination processes required of the task force Engineer.

CONDITION: Given a course of instruction and access to FM 5-100, *Engineer Combat Operations*, chapters 3, 4, and 5; and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Description must be in accordance with FM 71-2. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Describe the engineer planning process.
- b. Identify the coordination required of the Engineer officer.
- c. Explain the internal information flow between the Engineer officer and battle staff.
- d. Identify the combat service support requirements considerations of the task force Engineer officer.

TASK 2B: Describe the preparation required to prepare, write and brief the engineer estimate or annex.

CONDITION: Given a course of instruction and access to FM 5-100, *Engineer Combat Operations*, chapters 3, 4, and 5; and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Preparation must be in accordance with FM 5-100. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Describe the engineer estimate process.
- b. Describe the engineer annex process.
- c. Prepare an engineer estimate or annex.

TASK 3: COMBAT OPERATIONS.

TASK 3A: Describe the Task Force Engineers responsibilities in the offense.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6, and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Description must be in accordance with FM 71-2. Demonstrate mastery of

the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify and explain the characteristics and missions of offensive operations.
- b. Identify and explain the link between offensive operations and mobility, countermobility, survivability and sustainment engineering.
- c. Prepare a breach plan.
- d. Identify defensive threat engineer doctrine and vehicles.

TASK 3B: Describe the engineer requirements in the defense the task force engineer must meet the commanders intent.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6, and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, 15 May 1993.

STANDARD: Description must be in accordance with FM 71-2. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify and explain the characteristics and missions of defensive operations.
- b. Identify and explain the link between defensive operations and mobility, countermobility, survivability and sustainment engineering.
- c. Prepare an obstacle plan.
- d. Identify offensive threat engineer vehicles doctrine and vehicles.

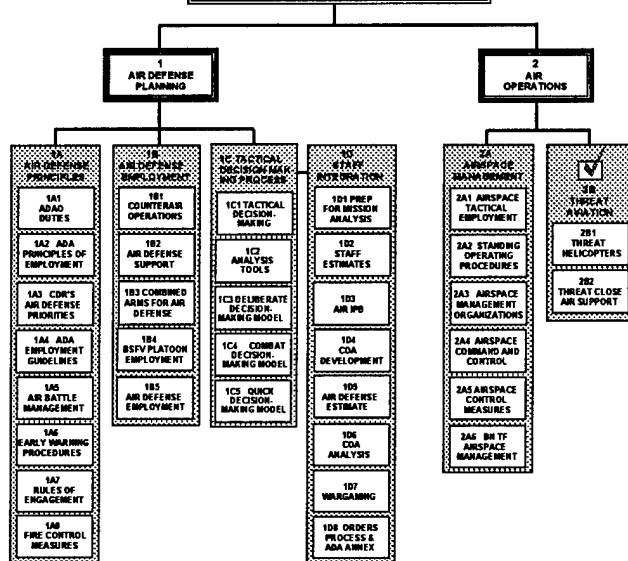
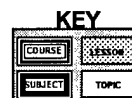
Engineer Officer

Reference List

FM 5-100 *ENGINEER COMBAT OPERATIONS*
FM 5-101 *MOBILITY*
FM 5-102 *COUNTERMOBILITY*
FM 5-103 *SURVIVABILITY*
FM 71-2 *THE TANK AND MECHANIZED INFANTRY BATTALION TASK FORCE*
FM 71-3 *ARMORED AND MECHANIZED INFANTRY BRIGADE*
FM 71-123 *TACTICS AND TECHNIQUES FOR COMBINED ARMS HEAVY FORCES:
ARMORED BRIGADE, BATTALION TASK FORCE, AND COMPANY TEAM*
FM 100-5 *OPERATIONS*
FM 101-5 *STAFF ORGANIZATION AND OPERATIONS*
FM 101-5-1 *OPERATIONAL TERMS AND SYMBOLS*

COURSE OUTLINE

BN/TF ADAO COURSE



BATTALION AIR DEFENSE COORDINATOR: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): As the air defense coordinator (ADCOORD) for the maneuver battalion task force, the air defense artillery officer (ADAO) must be the authority on both the principles and employment of his air defense assets. As the air defense special staff officer, the ADAO also needs to understand the operating of the battle staff and his participation in that organization. Finally, he must be an expert on the aircraft operating in a particular theater (both friendly and enemy) in order to provide early warning to the force, rapid engagement, and avoid incidents of fratricide (killing of one's own).

TASK 1: Air Defense Planning

TASK 1A: Identify established procedures and guidelines used to employ air defense assets.

CONDITION: Given a course of instruction and access to FM 44-100 *US Army Air Defense Operations* and FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapter 6.

STANDARD: Identification of resources must be in accordance with FM 44-100 and include the following:

- a. Identify the duties of the task force air defense artillery officer (ADAO).
- b. Identify the four principles of ADA employment.
- c. Identify the role of the commander's air defense priorities.
- d. Identify air defense planning factors.
- e. Identify ADA employment guidelines.
- f. Define rules of engagement and their application.
- g. Define early warning procedures and their application.
- h. Identify key components of the early warning system.

TASK 1B: Identify the air defense support available to the battalion task force.

CONDITION: Given a course of instruction and access to FM 44-64 *FAAD Battalion and Battery Operation*, Chapter 3; FM 44-100 *US Army Air Defense Operations*; and USAADASCH Student Text 44-43-1 *BFVS Platoon and Squad Operation*.

STANDARD: Identification of resources must be in accordance with FM 44-100 and include the following:

- a. Identify the three types of counterair operations.
- b. Identify the command relationship between maneuver and supporting air defense units.
- c. Identify the organization of a heavy ADA battalion.
- d. Identify the organization of a heavy ADA battery.
- e. Identify the air defense capabilities of a BFV-equipped infantry battalion.
- f. Identify critical aspects of employing a BSFV platoon.

TASK 1C: Identify critical components of tactical decision-making.

CONDITION: Given a course of instruction and access to FM 44-100 *US Army Air Defense Operations*, Appendix A, FM 101-5 *Staff Organization and Operations*, and CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993.

STANDARD: Descriptions must be in accordance with FM 101-5 and include the following:

- a. Identify the four tools that the commander has available to assist him in conducting problem solving.
- b. Identify the four factors of METT-T analysis.
- c. Identify the role of the commander's intent.
- d. Identify the role staff estimates play in the decision-making process.
- e. Identify the steps in the estimate of the situation and the role the estimate of the situation plays in the decision-making process.
- f. Identify the steps in troop-leading procedures and the role troop leading procedures play in the decision-making process.
- g. Identify the relationship between the factors of METT-T, the estimate of the situation, and troop-leading procedures.
- h. Identify the three decision-making models.
- i. Identify critical components of the deliberate decision-making model, the combat decision-making model, and the quick decision-making model.

TASK 1D: Identify the role of the air defense artillery officer in mission planning.

CONDITION: Given a course of instruction and access to

FM 44-100 *US Army Air Defense Operations*, Appendices A and B;

FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 2 and 3; and CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993.

STANDARD: Descriptions must be in accordance with FM 44-100 and include the following:

- a. Identify the four steps in mission analysis.
- b. Identify the difference between facts and assumptions.
- c. Identify the role staff estimate play in mission analysis.
- d. Identify the role the intelligence preparation of the Battlefield (IPB) plays in mission analysis.
- e. Identify key requirements in the aerial IPB.
- f. Identify key requirements in the air defense estimate.
- g. Identify the role wargaming plays in the mission analysis process.
- h. Identify key requirements in the air defense annex.
- i. Identify the ADAO's role in the order briefing.

TASK 2: Air Operations.

TASK: 2A Identify the duties and responsibilities of the battalion task force Army airspace command and control element.

CONDITION: Given a course of instruction and access to FM 44-100 *US Army Air Defense Operations*, Chapter 7; FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, Chapters 3 and 7;

FM 100-42 *US Air Force/US Army Airspace Management in an Area of Operations*; FM 100-103 *Army Airspace Command and Control in a Combat Zone*; and ARI's *Commander's Battle Staff Handbook*.

STANDARD: Identification must be in accordance with FM 71-2, FM 100-42, and FM 100-103 and include the following:

- a. Identify the control elements of the Air Force in airspace management, and the authority they carry.
- b. Identify the elements of the Army's A²C² from corps through to the task force, and their functional areas of responsibility.
- c. Identify airspace control measures, their restrictions, and who may impose them.
- d. Identify the methods of resolving conflicts between the commander's intent and the airspace control order (ACO).
- e. Identify the A²C² tasks performed or monitored by the S3 Air.

TASK 2B: Identify selected threat helicopters and fixed-wing close air support aircraft which operate in the forward battle area.

CONDITION: Given a course of instruction and access to FM 100-2-3 *The Soviet Army: Troops, Organization, and Equipment*, Chapter 5; and Graphic Training Aid (GTA) 44-2-10 *Aircraft Recognition Playing Cards*.

STANDARD: Identification must be in accordance with FM 100-2-3 and must include:

- a. Correctly identify threat helicopters which operate in the forward battle area.
- b. Correctly identify threat fixed-wing close air support (CAS) aircraft which operate in the forward battle area.
- c. Conduct a practical exercise to determine if an aircraft is friend or foe.

ADAO Course

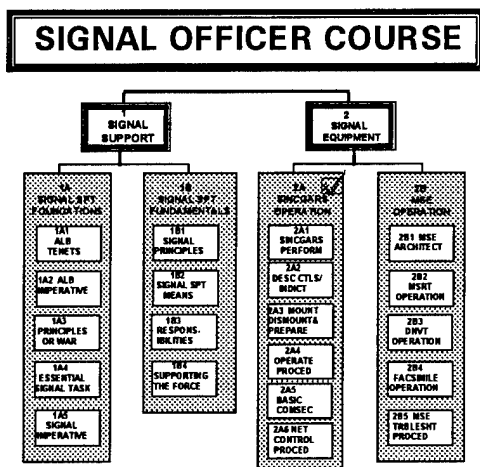
Required Reading

FM 44-64 *FAAD Battalion and Battery Operation*, Chapter 3
FM 44-100 *US Army Air Defense Operations*, chapters 1, 2, 3, 7, and Appendices A and B
FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, chapters 2, 3, 6, and 7
FM 100-2-3 *The Soviet Army: Troops, Organization, and Equipment*, Chapter 5
FM 100-103 *Army Airspace Command and Control in a Combat Zone*
FM 100-42 *US Air Force/US Army Airspace Management in an Area of Operations*
FM 101-5 *Staff Organization and Operations*, chapters 1, 3, 4, 5, and Appendix C and E
USAADASCH Student Text 44-43-1 *BFVS Platoon and Squad Operation*
CGSC Student Text 100-9 *Techniques and Procedures for Tactical Decision-Making*, July 1993
U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, May 1993
Graphic Training Aid (GTA) 44-2-10 *Aircraft Recognition Playing Cards*

Supplemental Reading

FM 23-1 *Bradley Fighting Vehicle Gunnery*
FM 100-5 *Operations*

COURSE OUTLINE



BATTALION SIGNAL OFFICER: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): Provide the battalion Signal Officer the knowledge to actively participate in tactical decision-making, and to plan and coordinate for the effective integration of all available signal support assets in accomplishing the battalion commander's intent or mission.

TASK 1: SIGNAL SUPPORT

TASK 1A: Identify the foundations of signal support.

CONDITION: Given a course of instruction and access to FM 100-5 *Operations*, chapter 2 and appendix A; and FM 24-1 *Signal Support in the AirLand Battle*, chapter 1.

STANDARD: Description must be in accordance with FM 100-5, FM 24-1, and include the following:

- a. Identify the tenets of AirLand Battle.
- b. Identify the imperatives of AirLand Battle.
- c. Identify the Principles of War.
- d. Identify the imperatives of signal support.

TASK 1B: Identify the fundamentals of signal support.

CONDITION: Given a course of instruction and access to FM 11-50 *Combat Communications within the Division (Heavy and Light)*, appendix A; FM 24-1 *Signal Support in the AirLand Battle*, chapter 2; and U.S. Army Research Institute Fort Benning Field Unit Research Product *Commander's Battle Staff Handbook*, May 1993.

STANDARD: Description must be in accordance with

FM 11-50, FM 24-1, *Commander's Battle Staff Handbook* and include the following:

- a. Identify the principles of signal support.
- b. Identify the signal support located at the task force.
- c. Identify the responsibilities of the task force signal officer.
- d. Identify how the task force signal officer supports the force.

TASK 2 SIGNAL EQUIPMENT

TASK 2A: Identify the steps to place SINCGARS into operation.

CONDITION: Given a course of instruction and access to TM 11-5280-890-10-3 *Technical Manual Operator's Manual*, chapters 1 and 2; TM 11-5280-890-10-1 *Technical Manual Operator's Manual*, chapters 1 and 2.

STANDARD: Description must be in accordance with

TM 11-5280-890-10-1, TM 11-5280-890-10-3 and include the following:

- a. Identify selected SINCGARS performance characteristics.
- b. Identify the use of SINCGARS controls and indicators.
- c. Identify the use of the electronic counter-countermeasure (ECCM) fill device controls and indicators.
- d. Identify SINCGARS operational configurations.
- e. Identify SINCGARS operating procedures.
- f. Identify SINCGARS basic COMSEC procedures.

- g. Identify SINCGARS net control station (NCS) procedures.
- h. Enter a frequency hopping network.

TASK 2B: Identify MSE operations at the task force level.

CONDITION: Given a course of instruction and access to FM 11-37 *MSE Primer for Small-Unit Leaders*, chapters 1, 2, 3, and appendices B, F, and H; FM 11-50 *Combat Communications within the Division (Heavy and Light)*, chapter 7 and appendix A.

STANDARD: Description must be in accordance with FM 11-37, FM 11-50 and include the following:

- a. Identify the MSE architecture.
- b. Identify selected MSE characteristics.
- c. Identify MSE operational configurations.
- d. Identify MSRT operating procedures.
- e. Identify DNVF operating procedures.
- f. Identify facsimile operating procedures.

Signal Officer Course

REQUIRED READING

FM 11-37 *MSE Primer for Small-Unit Leaders*
FM 10-50 *Combat Communications within the Division (Heavy
and Light)*
FM 24-1 *Signal Support in the AirLand Battle*
FM 101-5-1 *Staff Organization and Operations*

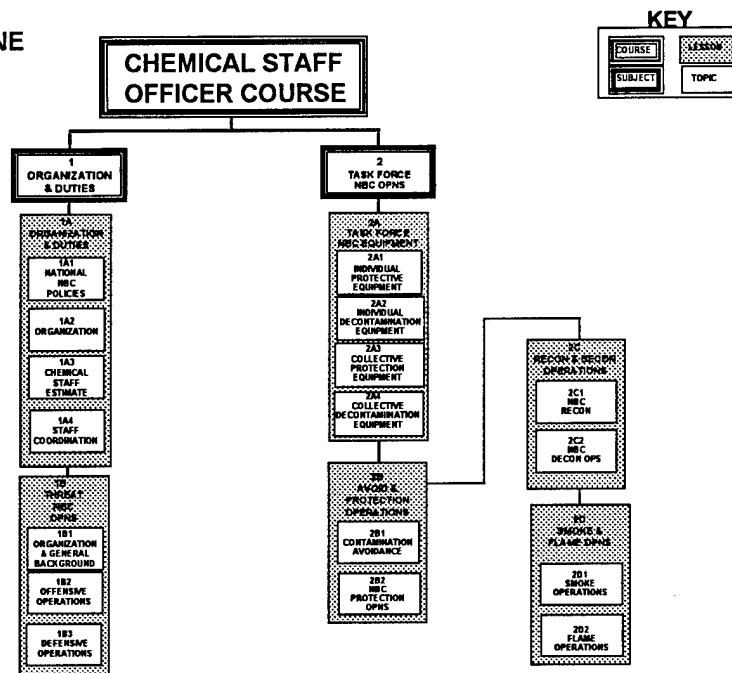
TM 11-5280-890-10-1 *Validated Draft Operator's Manual*
TM 11-5280-890-10-3 *Operator's Manual*

U.S. Army Research Institute Fort Benning Field Unit Research Product
Commander's Battle Staff Handbook

SUPPLEMENTAL READING

None.

COURSE OUTLINE



BATTALION CHEMICAL OFFICER SUBJECTS: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): Terminal Learning Objective: Provide the battalion chemical officer the knowledge and skills to participate in tactical decision making as a member of a battalion battle staff, and to plan and coordinate for the effective integration of all chemical defense support assets in accomplishing the battalion commander's intent.

TASK 1: ORGANIZATION AND DUTIES

TASK 1A: Identify duties of the battalion chemical officer, and the organization of the chemical staff.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*; and FM 3-100 *NBC Defense, Chemical Warfare, Smoke, and Flame Operations*, chapters 1 through 4.

STANDARD: Identification of nuclear, chemical, and biological warfare requirements to support and protect the battalion will be in accordance with FM 71-2, and FM 3-100. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the US position on the use of NBC contaminants.
- b. Identify what tactical actions a commander can take to prepare his unit to operate in an NBC environment.
- c. Identify the role of the battalion chemical officer.
- d. Identify the organization of the battalion chemical section.
- e. Identify the duties and responsibilities of the chemical section in the main command post (CP).
- f. Identify critical planning and employment considerations in an NBC environment.
- g. Identify requirements for staff coordination by the chemical staff officer for a battalion.

TASK 1B: Identify Soviet NBC doctrine and Third World NBC capabilities, and how it applies to the modern integrated battlefield.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*; FM 3-100 *NBC Defense, Chemical Warfare, Smoke, and Flame Operations*, chapter 1; FM 100-2-1, *The Soviet Army, Operations and Tactics*, Chapter 16; and FM 100-2-3, *The Soviet Army Troops, Organization, and Equipment*, chapters 4 and 5.

STANDARD: Identification of nuclear, chemical, and biological warfare doctrine of the former Soviet Army and Third World nations will be in accordance with FM 71-2, FM 3-100, FM 100-2-1, and FM 100-2-3. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify Soviet doctrine concerning the use of tactical nuclear weapons.
- b. Identify Soviet doctrine concerning the use of chemical and biological weapons.

- c. Identify Soviet delivery means for NBC fires.
- d. Identify the most likely Third World NBC weapon that can be used based on economic factors.
- e. Identify Soviet chemical protection units at regimental to army level.
- f. Identify Soviet use of NBC to doctrinally support an offensive operation in an integrated environment.
- g. Identify Soviet use of NBC to doctrinally support a defensive operation in an integrated environment.

TASK 2: TASK FORCE NBC OPERATIONS

TASK 2A: Identify battalion organization and expendable nuclear, chemical, and biological equipment, and the capabilities of that equipment.

CONDITION: Given a course of instruction and access to FM 3-4 *NBC Protection*, chapters 1 and 6, FM 3-5 *NBC Decontamination*, chapters 1 and 2.

STANDARD: Identification of nuclear, chemical, and biological equipment available to a task force will be in accordance with FM 3-4, and FM 3-5. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify battalion individual protective equipment and capabilities.
- b. Identify battalion individual decontamination kits and sets, and chemical agent detection capabilities.
- c. Identify collective protection equipment within the battalion and the capabilities of each.
- d. Identify collective decontamination equipment available within the battalion, basis of issue, and capabilities.

TASK 2B: Identify methods to avoid nuclear, chemical, and biological contamination, and methods to protect the force from debilitating contamination.

CONDITION: Given a course of instruction and access to FM 71-2, *The Tank and Mechanized Infantry Battalion Task Force*; FM 3-3 *Chemical and Biological Contamination Avoidance*, Chapter 1; FM 3-3-1 *Nuclear Contamination Avoidance*, Chapter 1; and FM 3-100 *NBC Defense, Chemical Warfare, Smoke, and Flame Operations*, chapter 4.

STANDARD: Identification of nuclear, chemical, and biological contamination avoidance will be in accordance with FM 71-2, FM 3-3, and FM 3-3-1. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify passive and active means to avoid nuclear, chemical, and biological contamination.
- b. Identify the six NBC reports and their purposes.
- c. Identify means by which a unit may limit its exposure to NBC contamination.
- d. Identify the levels of mission-oriented protective posture (MOPP).
- e. Identify the methods for performing MOPP analysis.
- f. Identify the methods for protection against nuclear blast and contamination.

TASK 2C: Identify how NBC reconnaissance is performed at the battalion level. Identify the considerations that must be made when performing unit decontamination.

CONDITION: Given a course of instruction and access to FM 3-5 *NBC Decontamination*, chapters 1 and 2, and FM 3-19 NBC Reconnaissance, chapters 1-3, 7 and 8.

STANDARD: Identification of reconnaissance and decontamination principles and procedures will be in accordance with FM 3-5 and FM 3-19. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

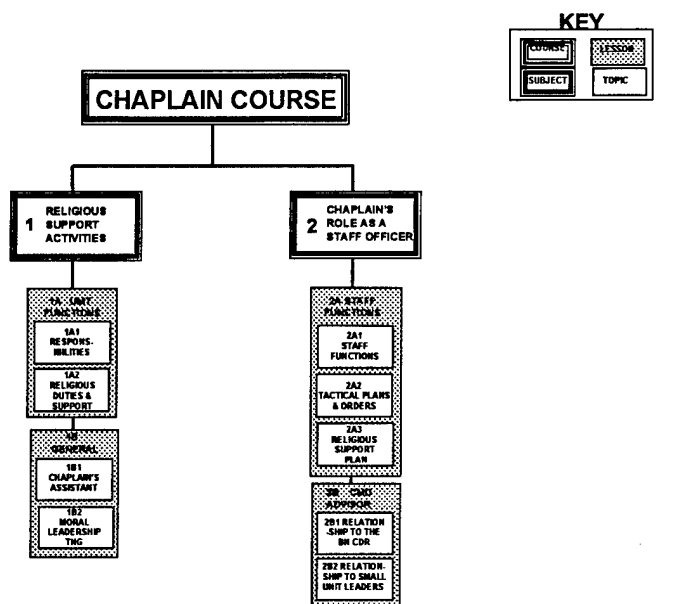
- a. Identify the effects that the environment has on the persistency of chemical agents.
- b. Identify the organizations for NBC reconnaissance within a division.
- c. Identify the best unit within a battalion to perform NBC reconnaissance.
- d. Identify the fundamentals of NBC reconnaissance.
- e. Identify the three reconnaissance techniques used by a NBC recon team.
- f. Identify the three search techniques used in NBC reconnaissance.
- g. Identify the three survey techniques used in NBC reconnaissance.
- h. Identify the five types of contamination hazards.
- i. Identify the critical components of what constitutes a negligible risk.
- j. Identify the four principles of decontamination.
- k. Identify the three levels of decontamination.

CHEMICAL STAFF OFFICER COURSE

REQUIRED READING

FM 3-3	Chemical and Biological Contamination Avoidance
FM 3-4	NBC Protection
FM 3-5	NBC Decontamination
FM 3-7	NBC Handbook
FM 3-19	NBC Reconnaissance
FM 3-50	Smoke Operations
FM 3-100	NBC Defense, Chemical Warfare, Smoke, and Flame Operations
FM 71-2	The Tank and Mechanized Infantry Battalion Task Force
FM 101-5	Staff Organization and Operations
FM 101-5-1	Operational Terms and Graphics
FM 101-10-1	Staff Officers Field Manual - Organizational, Technical, and Logistical Data, Volume 1
FM 101-10-2	Staff Officers Field Manual - Organizational, Technical, and Logistical Data, Volume 2

COURSE OUTLINE



BATTALION CHAPLAIN SUBJECTS: TASKS, CONDITIONS AND STANDARDS

TERMINAL LEARNING OBJECTIVE (TLO): Plan and prepare to execute battalion/task force religious support. Also plan and prepare to serve as advisor to the task force commander on matters of religion, morals, ethics, and morale, as they affect operations.

TASK 1: Religious Support Activities

TASK 1A: Perform Unit Ministry Team Functions, in support of the task force.

CONDITION: Given a course of instruction, access to FM 16-1 *Religious Support Doctrine*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Identification must be in accordance with FM 16-1. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the overall responsibilities and duties of a battalion level chaplain.
- b. Identify a chaplain's rights and status under the Geneva Convention.
- c. Identify a chaplain's responsibilities towards displaced persons and enemy prisoners of war.
- d. Identify a chaplain's responsibilities to privileged communications.
- e. Identify requirements to plan and prepare for execution of the various religious support activities.
- f. Identify requirements to arrange memorial ceremonies, funerals and other sacraments, rites, and ordinances.

TASK 1B: Train the chaplain's assistant and perform moral leadership training, in support of the task force.

CONDITION: Given a course of instruction, access to FM 16-1 *Religious Support Doctrine*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Identification must be in accordance with FM 16-1. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the duties of a chaplain's assistant.
- b. Identify the responsibilities of a chaplain to train his assistant.
- c. Identify moral leadership training opportunities and methods.

TASK 2: Chaplain's Role as a Staff Officer

TASK 2A: Perform personal and special staff functions and coordination, in support of the task force.

CONDITION: Given a course of instruction, access to FM 16-1 *Religious Support Doctrine*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Identification must be in accordance with FM 16-1. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Identify the overall responsibilities of a chaplain as a battalion special staff officer and the battalion commander's personal staff officer.
- b. Identify a chaplain's role in providing input to staff estimates on morale and the moral/ethical climate in the task force, and his role in providing input to the combat service support annex/paragraph concerning religious support.
- c. Identify the chaplain's requirements to provide advice to the staff concerning local indigenous religious customs and sacred places.
- d. Identify the format, functions, and coordination required in the development of a religious support plan that meets the requirements of the brigade religious support plan and the task force's tactical and religious needs.

TASK 2B: Advise the task force commander, his subordinate commanders, and small unit leaders on the moral climate, religious support, ethics, and morale, as they affect operations in support of the task force.

CONDITION: Given a course of instruction, access to FM 16-1 *Religious Support Doctrine*, FM 71-2 *The Tank and Mechanized Infantry Battalion Task Force*, and FM 101-5 *Staff Organization and Operations*.

STANDARD: Identification must be in accordance with FM 16-1. Demonstrate mastery of the following performance measures by achieving a score of 80% or higher on the lesson exam.*

- a. Provide advice to the task force commander on the moral and ethical quality and climate of leadership within the command.
- b. Provide advice to the task force commander on issues of soldier welfare and morale.
- c. Serve as the commander's personal staff officer on all matters pertaining to religion and emerging religious groups within the command.
- d. Advise the task force commander on the effectiveness of the chain of command.
- e. Provide advice to the task force commander on religions of the local population and their possible impact on command operations.
- f. Provide information to the commander concerning illegal acts not protected by privileged communications.
- g. Provide advice to company commanders and small unit leaders on religious matters of concern to the command, morale, and the ethical climate within those units.
- h. Provide assistance to company commanders and small unit leaders concerning combat stress and soldier welfare issues.

REGULATIONS

AR 27-10 Military Justice
AR 165-1 Chaplain Activities in the U.S. Army
AR 190-8 Enemy Prisoners of War: Administration, Employment, and Compensation
AR 215-1 MWR Activities and Non-Appropriated Fund Instrumentalities
AR 600-43 Conscientious Objection
AR 600-85 Alcohol and Drug Abuse Prevention and Control Program
AR 630-5 Leaves and Passes
AR 672-5-1 Military Awards

FIELD MANUALS

FM 10-63 Handling of Deceased Personnel in Theaters of Operations
FM 16-1 Religious Support Doctrine, The Chaplain and Chaplain Assistant
FM 19-40 Enemy Prisoners of War, Civilian Internees and Detained Persons
FM 71-2 The Tank and Mechanized Infantry Battalion Task Force
FM 100-10 Combat Service Support
FM 101-5 Staff Organization and Operations
FM 101-5-1 Operational Terms and Graphics

OTHER MANUALS

MCM Manual for Courts-Martial

DA PAMPHLETS (DA PAM)

DA PAM 165-13 Religious Requirements and Practices of Certain Selected Groups: A Handbook for Chaplains
DA PAM 165-13-1 Religious Requirements and Practices of Certain Selected Groups: A Handbook Supplement for Chaplains